



DIVISION OF JUVENILE JUSTICE SERVICES

2008 Annual Report



CHANGING young lives

Executive Summary

DIVISION OF JUVENILE JUSTICE SERVICES ANNUAL REPORT 2008

The Division of Juvenile Justice Services serves a variety of delinquent youths with a comprehensive array of programs, including home detention, locked detention, receiving centers, reporting centers, case management, community services, observation & assessment, secure facilities, and transition. Also, work components and service projects have been incorporated into many Division programs. Collectively, these programs provide a continuum of service, so that more severely offending youths are treated in more restrictive settings (page 24). Relevant facts about the Division are summarized below.

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| <ul style="list-style-type: none">• Division funding in FY 2008 was \$106,381,800; authorized funding in FY 2009 is \$108,349,000. Federal collections, including Title XIX Transfers, account for \$15,493,200 of the total FY 2008 revenue (pages 28-29).• Locked detention centers often operated over capacity (pages 35).• The average daily population of youths in custody was 1,109 during FY 2008 (page 40).• Of all youths in custody on a typical day, about 74% were in community based programs, over 21% were in locked programs (page 41).• Delinquency histories were about the same or decreased for youths admitted to observation and assessment, community programs, and secure facilities (pages 46, 51, 56).• Across many years, the census of all programs reflects a disproportionate number of minority youths and boys (pages 37, 45, 50, 55). | <ul style="list-style-type: none">• The Youth Parole Authority held 807 hearings in FY 2008 (page 57).• The Observation and Assessment, Community Programs, and Secure Facility sections show trends across 10 years presented for Population, Budget, and Delinquency History (pages 46, 51, 56).• Overall, in FY 2008, the Division supported 1,040 training sessions on mandatory topics and 493 in-service training events for a total of over 62,000 hours of individual training (page 62).• Youths in custody earned over \$265,000 paid directly to victims as restitution (page 69).• While the percent of female staff has increased, so has the percent of female youths. Also, with the exception of FY 2005, as the percent of nonwhite youths has increased, so has the percent of non-white staff (pages 69-71). |
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JJS

Annual Report

2008

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The Board of Juvenile Justice Services

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Logan*

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*Educator, Washington County School District
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State of Utah

JON M. HUNTSMAN, JR.
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GARY R. HERBERT
Lieutenant Governor

Department of Human Services

LISA-MICHELE CHURCH
Executive Director

Division of Juvenile Justice Services

DAN MALDONADO
Director

January 14, 2009

Dear Friend,

Please find attached our 2008 Annual Report. Once again, we are pleased to present this to the community online. This allows us efficient use of time and benefits the taxpayer by eliminating the cost of print publishing.

During the past year the Division continued to refine all aspects of its operations. Advances were made in the assessment of youth, as we continue our work with the Courts. Our Case Management group deployed a new Graduated Sanctions model. All aspects of the agency worked on advancing only programming that involved proven or promising science, in other words, evidence based approaches.

We appreciate your interest in the Division, and, as always, invite your comments and feedback.

Yours truly,

A handwritten signature in dark ink, appearing to read "Dan Maldonado".

Dan Maldonado, Director
Division of Juvenile Justice Services

History

In 1981, Juvenile Justice Services was created with the mission “...to provide a continuum of supervision and rehabilitation programs which meets the needs of the youthful offender in a manner consistent with public safety. These services and programs will individualize treatment and control the youthful offender for the benefit of the youth and the protection of society.”

The Division’s philosophical roots can be traced to the late 1800s and the Utah Territorial Reform School which opened in Ogden in 1889. The original intent was “...to make the school as near like a home as possible.” A century ago, increases in delinquent and violent behavior were seen as results of a changing society. The remedy for Utah’s troubled youths was seen as the concerted support of competent individuals, caring families, and communities. This remains true today.



Utah Territorial Reform School in Ogden circa 1889 (photo courtesy of the Utah State Historical Society).

Organizational Highlights

- 1889 The Territorial Reform School opens in Ogden with dormitories for 100 children.
- 1896 Utah receives Statehood and the Territorial Reform School becomes the Utah State Industrial School.
- 1905 The Utah Juvenile Court is created as the primary court for juvenile offenders.
- 1946 A National Probation Association study of the Utah State Industrial School finds that “Most of the buildings along with their equipment fall far short of requirements for the proper care, education and treatment of boys and girls.”
- 1974 The Federal Juvenile Justice and Delinquency Prevention Act is created, establishing a new national tone for juvenile corrections reform by advocating: (1) removal of juvenile status offenders and non offenders from locked facilities; (2) separation of juvenile offenders from adult offenders; and (3) removal of juveniles from adult jails, municipal lockups, and adult correctional facilities.
- 1975 A class action lawsuit, *Manning v. Matheson*, is filed in Federal District Court. The conditions of confinement at the State Industrial School are brought into question by the lawsuit’s allegation that a resident’s extended stay in solitary confinement either precipitated or exacerbated his mental illness.
- 1977 The Blue Ribbon Task Force is appointed by Governor Scott Matheson. A major recommendation is that youths should be placed in the “least restrictive setting” that is consistent with public safety.
- 1978 Governor Matheson meets with leaders of the juvenile justice community concerning the ability of the State Industrial School to securely hold serious offenders and protect the safety of less serious offenders. A consultant is hired by Governor Matheson to make recommendations for settlement of *Manning v. Matheson*.

The Utah State Industrial School becomes the Utah State Youth Development Center (YDC).

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- 1980 The Governor's Juvenile Justice Task Force, with representation from concerned agencies and the community, is created to examine Utah's juvenile corrections system. The Juvenile Justice Task Force creates a Master Plan, inspired by the Massachusetts juvenile correctional model, to provide direction for the development of Utah's juvenile justice system. Key tenets of the model are: (1) most juvenile offenders cannot be treated within a training school setting because treatment and rehabilitation are not consistent with the security issues; (2) young offenders must be provided opportunities for rehabilitation, but not at the expense of public safety; and (3) commitment guidelines should be developed and financial resources should be used to develop community services rather than for the construction and maintenance of secure beds.
- 1981 The Division of Youth Corrections is created by statute (UCA 62A-7-102) based on the Master Plan developed by the Juvenile Justice Task Force. The Division is placed within the Department of Social Services. The Division is organized into three geographical regions, each delivering secure care, community based services, detention, case management, and observation and assessment. Utah's detention centers receive financial support from the State, but are operated by county governments.
- 1986 The Youth Parole Authority is created by statute (UCA 62A-7-501(1)) to take responsibility for review of all parole requests and for oversight of youths on parole from secure care.
- 1987 The Division takes over operation of 9 of the State's 10 county operated detention centers. The exception, the multiuse center in Blanding, is operated by the Division of Child and Family Services.
- 1995 Serious youth offender legislation is enacted to expedite transfer of violent and chronic juvenile offenders to the jurisdiction of the adult courts and correctional system.

The Division Director appoints a task force to review and update the 1980 Master Plan.

Appointment of Youth Parole Authority Members becomes an executive appointment by the Governor rather than by the Board of Youth Corrections.

- 1996 The Juvenile Justice Task Force is appointed by the Utah State Legislature. The group has the mandate to examine all aspects of Utah's juvenile justice system.

Findings of the 1995 Master Plan Task Force are presented to the Board of Youth Corrections. Primary recommendations are to change the Division's Mission Statement to reflect a greater concern for public safety and the principles of the Balanced and Restorative Justice (BARJ) Model. Another recommendation is to reorganize the Division's structure of service delivery.

- 1997 The Utah Sentencing Commission promulgates a new set of sentencing guidelines for juvenile offenders. The aim is to reduce delinquency through application of earlier and more intensive sanctions. In addition, a new dispositional option for the Juvenile Court known as "State Supervision" is created. The sanction combines a range of nonresidential interventions directed by Juvenile Court Probation. If needed, the Division of Youth Corrections and the Division of Child and Family Services will provide out-of-home residential placements.
- 2001 The Division's service delivery is reorganized. The traditional regional organization based on geography is replaced with the Offices of Community Programs, Correctional Facilities, and Rural Programs. Statewide administrative services also are realigned to match this change.

The Juvenile Court and the Division adopt standardized risk and needs assessments. The instruments

are to be given to youths at probation intake, under probation supervision, and in Division custody. The assessments will be used to identify risk of reoffending, needs for services, and progress made during programming.

- 2002 Oversight of youth services is transferred to the Division of Youth Corrections from the Division of Child and Family Services. As a result, the Division of Youth Corrections creates the Office of Early Intervention Services to manage the functions of youth services, home detention, diversion, and state supervision along the Wasatch Front. Youth services functions in rural areas are managed by the Office of Rural Programs.

The Division launches the Program Enhancement Process (PEP). The focus of this initiative is to develop outcomes-based services within the framework of BARJ.

The legislature expands the DNA database to include juveniles over age 14 found to have committed any felony (UCA 53-10-403-405).

- 2003 The Utah Legislature changes the Division's name to the Division of Juvenile Justice Services.
- 2006 The Adam Walsh Child Protection and Safety Act (Pub.L.109-248) was signed into law by Congress. The Act is named for Adam Walsh who was a youth murdered 16 days after his abduction. The Act organizes sex offenders into three categories or tiers, and mandates that they register their whereabouts. The law does apply to some convicted juvenile sex offenders.

Community Programs: Case Management, Observation and Assessment, Aftercare

- 1979 The Federal Office of Juvenile Justice and Delinquency Prevention awards Utah an \$800,000 grant to begin developing a network of privately operated residential programs in the community.
- 1981 An observation and assessment center opens in Salt Lake City in addition to an existing program in Ogden.
- 1984 An observation and assessment center opens in Provo.
- 1995 Farmington Bay Youth Center, the first State-owned, privately run facility opens. The 60-bed facility provides observation and assessment services, short-term detention, and long-term secure care in three separate wings.
- 1997 A 6-bed, observation and assessment program, specialized for females, is opened in Salt Lake City.

The privately operated Copper Hills Youth Center opens in Salt Lake City, providing the Division with an additional 24 beds for observation and assessment.

The Intensive Community Aftercare Program (ICAP) is founded. The program, which is housed at the Wasatch Youth Center (a secure facility) provides youths with supervision and other services as they transition from secure care back to the community.

- 1998 The privately operated North Bay Youth Center opens in Brigham City, providing the Division with an additional 10 beds for observation and assessment.

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- 1999 The Legislature reduces observation and assessment programming time from 90 days to 45 days. A single extension of 15 days can be authorized by the Division Director (UCA 78-3a-118(2)(e)).
- 2000 North Bay Youth Center in Brigham City discontinues operation.
- 2001 Copper Hills Youth Center in Salt Lake City discontinues operation.
- 2002 The Intensive Community Aftercare Program (ICAP) moves from the Wasatch Youth Center to a separate residential facility with 8 beds for youths transitioning from secure care or other structured programs.
- 2002 HB 154 expands the DNA database to include juveniles found to have committed a felony. Upon the order of a Juvenile Court Judge, probation officers or Juvenile Justice Service case managers collect a sample using a saliva test kit. The juvenile is assessed a fine to pay for the test and replace the kits. Once taken, samples are sent to the Utah Department of Public Safety, Bureau of Forensic Services.
- 2003 The Division opens the Utah County Aftercare Program (UCAP) to provide nonresidential transition services for youths in the Utah County area. The program is being funded by a 3-year Federal grant.
- 2006 Federal Funding for the Utah County Aftercare Program (UCAP) expires and the program is closed.
- 2007 Development of the Graduated Sanctions Model is completed. The model is fully implemented on July 1, 2007.
- 2008 The Reflections Program in Ogden, which provided day programming for girls in Division custody, is closed as the result of budget constraints.

Correctional Facilities: Locked Detention, Secure Care

- 1981 Utah's locked detention centers receive financial support from the State, but are operated by county governments.
- 1983 The Youth Development Center (YDC) is closed. In its place Decker Lake and Mill Creek Youth Centers are opened. Each facility provides 30 beds for long-term secure care.
- 1987 The Division takes over operation of 9 of the State's 10 county operated detention centers. The exception, the multiuse center in Blanding, is operated by the Division of Child and Family Services.
- The Southwest Utah Youth Center, a combination 10-bed secure facility and 6-bed detention center, is opened in Cedar City.
- 1989 Statutes passed by the Utah Legislature allow the Juvenile Court to order youths into detention for up to 30 days (UCA 78-3a-118(2)(f)) as a sentence or for up to 10 days for contempt of court (UCA 78-3a-39).
- 1990 The average daily population of the three secure facilities reaches the system's capacity of 70 youths.
- 1992 An additional 10 secure-care beds are added to Decker Lake Youth Center bringing the Statewide capacity to 80 beds. The new beds are filled within a month and once again the system is at its capacity.

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- 1995 Farmington Bay Youth Center, the first State-owned, privately run facility opens. The 60-bed facility provides observation and assessment services, short-term detention, and long-term secure care in three separate wings.
- 1997 Construction of the 70-bed Slate Canyon Youth Center in Provo is completed. The facility has 38 detention and 32 secure-care beds and replaces outdated and unsafe Provo Youth Detention Center.
- The aging 56-bed Salt Lake Detention Center is replaced by the 160-bed Salt Lake Valley Detention Center.
- The old Salt Lake Detention Center is renovated and renamed the Wasatch Youth Center. The building provides secure care for up to 56 youths. Specialized programs are developed to meet the unique needs of sex offenders, girls, and youths preparing for transition back to the community.
- 2001 The expansion of Mill Creek Youth Center by 72 beds is completed. Facility capacity is now 102 beds.
- 2008 Farmington Bay Youth Center converts its 18 beds for secure care to beds for locked detention.

Early Intervention: Receiving Centers, Shelters, Work Camps, Diversion

- 1994 Day/Night reporting and receiving centers are opened across the State to facilitate monitoring of youths.
- Genesis Work Program, a community based program, is opened at the direction of Governor Michael Leavitt.
- 1996 A partnership between the Division and the US Forest Service establishes a seasonal program at Strawberry Work Camp.
- The Genesis Work Program receives a Peace Pole donated by the people of Japan. The pole is installed on Genesis grounds and a time capsule is buried in its base.
- 1998 Archway Youth Services Center opens as the first youth services program operated directly by the Division.
- The old Provo detention center is converted to a day program for community services and work projects.
- 1999 Paramount Reflections, a community residential program for girls, opens in Layton.
- 2004 Operation of the Genesis Work Program is placed under the Office of Early Intervention Services.

Rural Programs: Multiuse Centers

- 1981 Utah's rural detention centers receive financial support from the State, but are operated by county governments.
- 1983 Multiuse centers are opened in Vernal, Richfield, and Blanding to provide detention resources in rural areas. Each facility has four beds for detention and six beds for shelter care.

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- 1987 The Southwest Utah Youth Center, a combination 10-bed secure facility and 6-bed detention center, is opened in Cedar City.
- The Division takes over operation of 9 of the State's 10 county operated detention centers. The exception, the multiuse center in Blanding, is operated by the Division of Child and Family Services.
- 1993 The Division assumes responsibility for operation of Canyonlands Multiuse Youth Home in Blanding.
- 1995 The Washington County Youth Crisis Center, a new multiuse center, opens in St. George with 10 beds for detention and 8 beds for shelter care.
- 2000 Construction is completed on multiuse facilities in Logan, Vernal, and Price. Each has 16 beds for locked detention and additional beds for shelter care and observation and assessment.
- 2001 Construction is completed on a multiuse facility in Richfield. The center has 16 beds for detention and 16 beds that may be used for shelter and observation and assessment.
- 2003 Construction is completed on a multiuse facility in Blanding. The center has 16 beds for detention and 16 beds that may be used for shelter and observation and assessment. The new center opens under the name Canyonlands Youth Center.
- 2004 Construction is completed on the Dixie Area Detention Center in St. George. The center's 48 detention beds replace 10 detention beds at the Washington County Youth Crisis Center. Existing beds at the Washington County facility are retained for shelter, and other non secure programs. As a part of the completion of the Center a time capsule is placed in the Center's monument.

Youth Parole Authority

- 1981 By law (UCA 62A-7-502(1)) the Division of Youth Corrections becomes the sole authority in matters of parole, revocation, and discharge involving youthful offenders committed to secure confinement. Prior to this, the juvenile parole release process was informal and generally conducted by the superintendent of the secure facility.
- 1982 The Division of Youth Corrections appoints a Parole Review Committee to study constitutional rights of incarcerated juveniles, community safety, and quality of care. The committee recommends that youths should have increased accountability, that staff should have representation, and that hearings should be cost efficient.
- 1983 Following the recommendations of a citizen review committee, the Youth Parole Authority is established. The Authority begins operations in October, 1983.
- 1985 A committee is appointed to develop a better method for determining lengths of stay for youths in secure confinement. The Board of Youth Corrections adopts the new guideline methods and the Authority implements them.
- 1986 The Youth Parole Authority is created statutorily by the 1986 Legislature. The Authority has five citizen volunteers appointed by the Board of Youth Corrections to serve for three-year terms (UCA 62A-7-501).

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- 1991 In an attempt to deal with the increased work load of the Authority, legislation is passed to increase the number of members from five to seven citizen members (UCA 62A-7-501(2)(a)).
- 1995 Appointment of members to the Authority comes under the direction of the Governor with the advice and consent of the Senate (UCA 62A-7-501(3)(a)). The number of members is increased to 10.
- Recognizing the needs for enhanced public protection and competency development, the Authority extends the length of stay in secure care to a minimum of 6 months. Prolonging stay is expected to allow youths to take greater advantage of the rehabilitative opportunities offered in secure care.
- 1997 The Authority implements a victims program. Victims of youths in secure care are notified of Initial Hearings and provided with information about the policies and practices of the Youth Parole Authority.
- 1999 The Authority is expanded by statute to add five pro tempore members to help meet increasing work loads (UCA 62A-7-501(2)(a)).
- 2003 The Authority begins the process of conversion to the new CARE record keeping system.
- 2005 CARE is fully implemented for YPA record keeping operations.

Mission, Vision, and Values

MISSION STATEMENT

The mission of the Division of Juvenile Justice Services is to provide comprehensive services for at risk youths within the framework of the Balanced and Restorative Justice Model. Community Protection, Accountability, and Competency Development are integrated goals and philosophical foundations of the model.

TWELVE GUIDING PRINCIPLES

- 1 Protect the community by providing the most appropriate setting for the youthful offender.
- 2 Provide secure, humane, and therapeutic confinement to a youth who has demonstrated that he/she presents a danger to the community.
- 3 Hold youths accountable for delinquent behavior in a manner consistent with public safety through a system of graduated sanctions, rehabilitative measures, and victim restoration programs.
- 4 Provide a continuum of diverse early intervention, community based, and secure correctional programs.
- 5 Promote a functional relationship between a youth and his/her family and/or assist the youth in developing the skills for alternative or independent living.
- 6 When it is in the best interest of the youth and community, provide placements in close proximity to the youth's family and community.
- 7 Promote ongoing research, evaluation, and monitoring of Division programs to determine their effectiveness.
- 8 Strengthen rehabilitative opportunities by expanding linkages to human service programs and community resources.
- 9 Provide assistance to the Juvenile Court in developing and implementing appropriate offender dispositions.
- 10 Provide for efficient and effective correctional programs within the framework of professional correctional standards, legislative intent, and available resources.
- 11 Promote continuing staff professionalism through the provision of educational and training opportunities.
- 12 Provide programs to increase public awareness and participation in Juvenile Justice Services.

VISION STATEMENT

The Division of Juvenile Justice Services will provide to the youths we serve the best opportunity to realize their potential and improve their overall competence, which will allow them to be law-abiding and productive citizens.

CORE VALUES STATEMENT

We are committed to act with respect and integrity and meet the challenge of change with creativity and perseverance.

BALANCED AND RESTORATIVE JUSTICE (BARJ)

The Balanced and Restorative Justice (BARJ) Model outlines a philosophy of restorative justice that places equal importance on the principles of Accountability, Community Protection, and Competency Development.

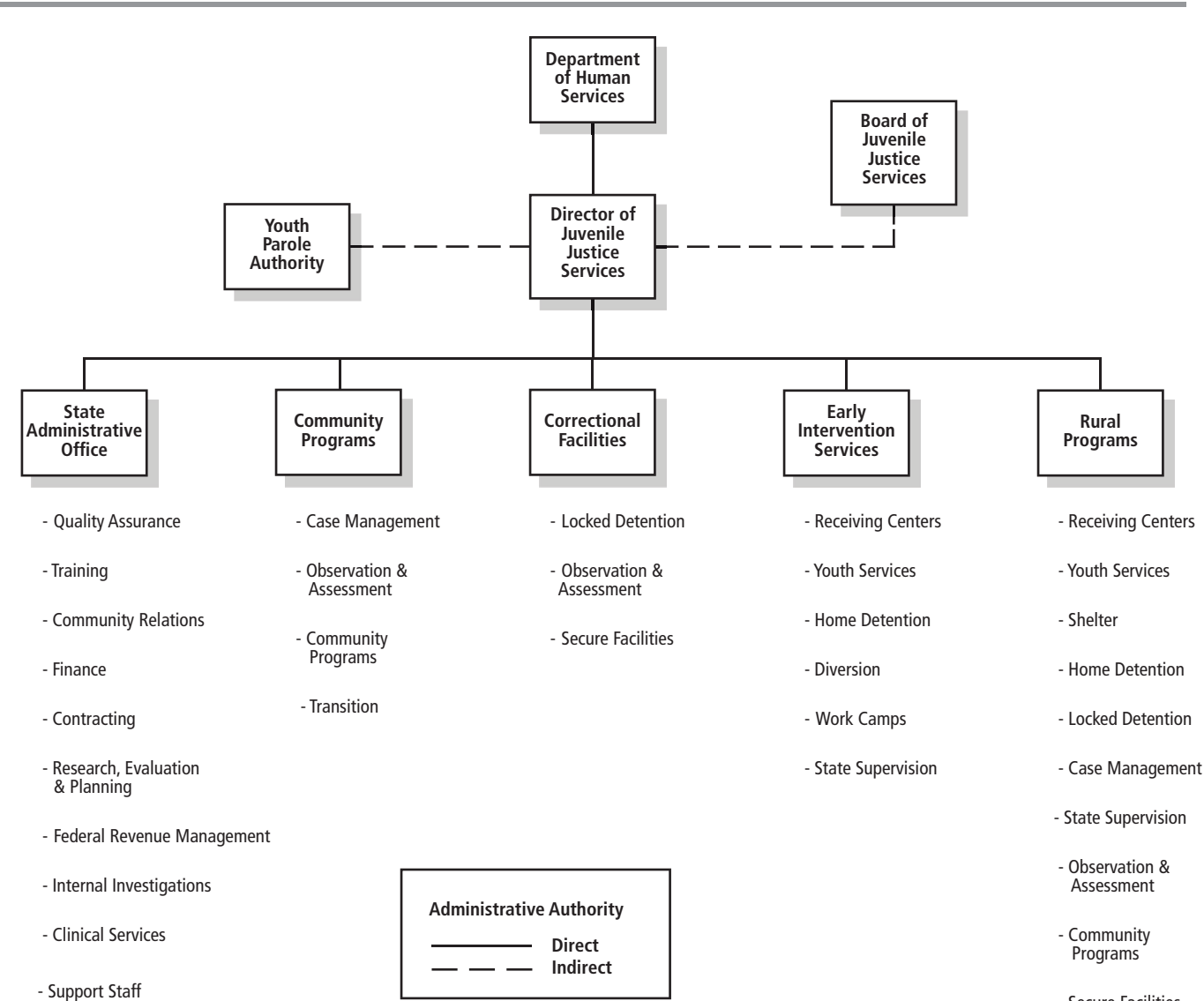
Accountability means that when a crime occurs, a debt is incurred. Justice requires that every effort be made by offenders to restore losses suffered by victims. The Division enables offenders to make amends to their victims and community and take responsibility for their own actions.

Competency development requires that offenders leave the system more capable of productive participation in conventional society than when they entered. Youths in Division care are given the opportunity to learn skills to become self-sufficient, competent members of the community.

Community protection means that the public has a right to a safe and secure community. The Division works to protect the public through processes which include individual victims, the community, and offenders as active participants.

Collectively, these three components provide a comprehensive approach that not only addresses the immediate consequences of delinquency, but also provides long-term solutions for restoring victims, the community, and the offender.

Organizational Structure



Juvenile Justice Services is a division of the Department of Human Services. Other divisions and offices include the Executive Director's Office, the Division of Substance Abuse and Mental Health, the Division of Aging and Adult Services, the Division of Services for People with Disabilities, the Office of Recovery Services, and the Division of Child and Family Services.

The Board of Juvenile Justice Services provides the Division with guidance and has responsibility for approving policy. The Division's Director provides Statewide policy leadership and administrative oversight. This includes direct authority over the Division's four service delivery Offices, the State Administrative Office, and indirect authority over the Youth Parole Authority.

The Division was reorganized during FY 2001 to in-

crease its efficiency and provide better services to delinquent youths and the community. This was the agency's first major organizational change since its creation in 1981. Originally, a full range of residential and non-residential correctional services was delivered through each of three regional offices: Region I - Northern, main office in Ogden; Region II - Central, main office in Salt Lake City; and Region III - Southern, main office in Springville. While this organization worked well in many ways, it sometimes led to differences in programming philosophy. In addition, the original arrangement made it difficult to move resources quickly when needs arose.

As represented in the chart above, services now are distributed through the Offices of (1) Early Intervention

Services, (2) Community Programs, (3) Correctional Facilities, and (4) Rural Programs. The reorganization was designed to improve the consistency and effectiveness of programming by (1) standardizing the development of treatment and correctional plans for individual youths, (2) standardizing programming strategies, (3) improving communications between related programs, and (4) facilitating transfer of resources and youth between similar programs.

Three of the Offices, Early Intervention Services, Correctional Facilities, and Community Programs, operate in the urban areas along the Wasatch Front. This area includes Weber, Morgan, Davis, Salt Lake, Tooele, Summit, and Utah Counties and corresponds to the 2nd, 3rd, and 4th Districts of Utah's Juvenile Court. The Office of Rural Programs operates in the State's remaining 22 Counties corresponding to five different Juvenile Court Districts.

The reorganization has not changed the Division's traditional goals and objectives. Programming continues to be organized around the Division's Mission Statement and the Balanced And Restorative Justice (BARJ) Model (see "Mission, Vision, and Values," page 12).

Though the Division's Offices specialize in different ways, they must work closely with one another. Coordination is particularly important to ensure continuity of care when an individual youth moves from a program operated by one Office to a program operated by another. Close cooperation also is critical for youths who concurrently receive services from two different Offices. For instance, a youth in a secure facility operated by the Office of Correctional Facilities may have a case manager provided by either the Office of Community Programs or the Office of Rural Programs.

The Offices also have common interests in a number of Division-wide initiatives including (1) development of a risk assessment process (see "Protective and Risk Assessment Project," page 66), (2) implementation of the Program Enhancement Process (PEP; see page 67), and (3) the CARE information system (see "Court & Agencies' Record Exchange (CARE)," page 67).

State Administrative Office

Located in Salt Lake City, the Division's State Administrative Office provides administrative services to Division programs through its work groups for (1) Quality Assurance, (2) Training, (3) Community Relations, (4) Finance, (5) Contracting, (6) Research, Evaluation &

Planning, (7) Federal Revenue Management, (8) Internal Investigations, (9) Clinical Services, and (10) Support Staff. These groups provide services such as volunteer coordination, a speaker's bureau, contract monitoring, internal investigations, program evaluation, research, basic orientation training, financial and Federal revenue management, budgeting, and contract management (see "Administrative Services," page 59).

QUICK FACTS STATE ADMINISTRATIVE OFFICE

FULL-TIME STAFF..... 42

PRIMARY SERVICE AREA..... STATEWIDE

SERVICES & STAFF

ADMINISTRATION..... 6

CLINICAL SERVICES 10

COMMUNITY RELATIONS..... 4

CONTRACTING 2

FEDERAL REVENUE MANAGEMENT 2

FINANCE..... 3

INTERNAL INVESTIGATIONS 3

QUALITY ASSURANCE 5

RESEARCH, EVAL, & PLANNING 3

TRAINING..... 4

FY 2008 BUDGET \$4,257,200

The State Administrative Office also coordinates and interacts with Federal, State, and local agencies such as the Federal Office of Juvenile Justice and Delinquency Prevention, the Utah Commission on Criminal and Juvenile Justice, the Utah Legislature, Governor's Office, and various county governments. The Administrative Officer and staff of the Youth Parole Authority are part of the State Administrative Office and support the Youth Parole Authority (see "Youth Parole Authority," page 57).

Office of Early Intervention Services

As its name suggests, the Office of Early Intervention Services administers a variety of services and programs for youths at an early stages of delinquency and problem development. The Office's primary focus is to prevent youths from penetrating further into the juvenile justice

system and keep them at home or return them home as soon as possible. The Office provides services and programs such as nonresidential drop-in crisis intervention, day programs, and short-term residential care.

QUICK FACTS

EARLY INTERVENTION SERVICES

FULL-TIME STAFF.....	150
PRIMARY SERVICE AREA.....	WASATCH FRONT
PROGRAMS	
RECEIVING CENTER.....	5
YOUTH SERVICES.....	4
HOME DETENTION.....	4
WORK CAMP.....	2
STATE SUPERVISION	3
FY 2008 BUDGET	\$13,289,300

Specific programs include:

Receiving Centers. Receiving Centers are nonresidential facilities where law enforcement can take youths who have been arrested but do not qualify for locked detention under the detention admission guidelines (see “Receiving Centers,” page 30). Workers locate parents or guardians and assess the youth to determine whether other interventions are needed. Workers provide the youth and family with information about appropriate community resources and make referrals to other agencies when appropriate.

Youth Services Centers. Youth Services Centers provide 24-hour-a-day crisis counseling services to runaway, homeless, and ungovernable youths and their families (see “Youth Services,” page 31). The goal is to keep families intact and to divert youths and families from further intervention by the juvenile justice system. Short-term crisis beds, group programming, and community outreach programs are available to augment these efforts.

Home Detention. This service provides an alternative to secure detention for youths awaiting adjudication or placement (see “Detention,” page 34). Youths remain at home in the community under the daily supervision of

Division staff.

Diversion Services. Diversion programs provide daily programming for youths under short-term commitment order (usually 30 days) of the Juvenile Court (see “Diversion,” page 32). Programming includes intensive supervision and competency development through a variety of educational groups and activities. In addition, youths are involved in community service projects that help them make amends to their victims and the community at large.

State Supervision. The Division coordinates with Juvenile Court Probation to provide short-term (usually 45 days) residential placement for youths in the state supervision program. Services are supplied by contracted providers and focus on education, skills development, and developing plans for a successful return home.

Residential Work Program. The Office of Early Intervention Services operates Genesis Youth Center, a 50-bed, residential work camp. Genesis fits well with other early intervention programs because the majority of the youths it serves are on probation youths or otherwise are at the front end of the juvenile justice system. Youths placed at Genesis are given opportunities to work off their court obligations (see “Work Program,” page 33).

Office of Community Programs

The Office of Community Programs provides community based services to youths committed to Division custody from along the Wasatch front. Most youths served by the Office have extensive histories of services with the other Division programs, including diversion and state supervision, and with other Juvenile Justice agencies, including the Division of Child and Family Services, and Juvenile Court Probation. Programs operated by the Office of Community Programs represent a last stop prior to secure care or admission into the adult system for these youths. The Office's primary goal is to keep clients from that next step of penetrating further into the system.

Specific programs and services include:

Case Management. Each youth committed to Division custody is assigned a case manager who is responsible for working with and overseeing the youth's progress

while in Division custody (see "Case Management," page 40). This includes custody youths who are placed in out-of-home community based residential programs, observation and assessment, secure care, and independent living. The case manager evaluates the youth's needs for services and supervision by (1) collecting and evaluating the youth's history, (2) gathering input from other workers, conducting and interpreting results of the risk assessment, and (4) obtaining orders and directions from the Juvenile Court. This process is guided by the Divisions Mission and principles of BARJ model. On a daily basis, a case manager makes placement decisions, monitors progress, helps determine consequences for noncompliance with rules, shoulders responsibility for the documentation required for Federal entitlement revenues, coordinates with providers, and represents the Division in court.

Observation and Assessment (O&A): The Office of Community Programs directly operates residential O&A programs in Ogden, Salt Lake City, and Springville. Youths are committed to O&A by Juvenile Court Judges for a 45-day evaluation designed to identify the youth's needs for supervision and services (see "Observation & Assessment," page 42). During this time the youth receives extensive psychological, educational, physical, behavioral, risk, and social assessments. At the conclusion of the O&A stay, a formal report of the program's findings and recommendations is presented to the Court.

Community Based Services: The Division directly provides or contracts with private providers for residential placements and nonresidential services for youths committed to the Division for community placement and for youths on parole from secure care (see "Community Programs," page 47). A variety of options are available to meet the diverse needs of these youths. Services include: (1) tracking, (2) counseling, (3) group home placements, and (4) specialized intensive residential placements for issues such as drug and alcohol abuse, sex offending, and mental health.

Transition Services. Transition programs are provided directly by Division staff and through contracted services with private providers to help youths successfully return to the community following out-of-home placement. Return to the community after secure care or community placement typically is a very difficult process. Youths who leave a highly structured environment with strong

external controls are expected to move into situations where appropriate internal controls are critical for success. Though they may have learned valuable skills and habits within the structured environment, they typically

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FY 2008 BUDGET	\$34,639,200

need the guidance of transition programs and staff to successfully use these lessons in the "real world."

Office of Correctional Facilities

The Office of Correctional Facilities administers four locked detention centers and four long-term secure facilities along the Wasatch Front. The Division directly operates all of the facilities except for Farmington Bay Youth Center and Salt Lake Valley Detention Center, which are managed by private contractors. The Salt Lake facility provides locked detention. The Farmington Bay facility provides locked detention and observation and assessment services.

The Office and its programs are committed to the ongoing evaluation of its services to ensure that best practices are followed and to meet the Division's commitment to the BARJ Model. All facilities provide residents with educational, recreational, medical, mental health, vocational, and restitution services. These services support the competency development piece of the BARJ Model. The accountability piece of the model is the juvenile's obligation to the victims of their delinquent acts. All programs emphasize the importance of helping youths understand the impact their behavior has had and help them take responsibility for undoing the harm they have done. An important part of holding youths accountable is teaching them how to make choices that respect the

rights of others. Further, removal of the youth from the community until he/she is able to demonstrate the ability to make positive choices protects the community from further harm.

Locked detention: Detention programs are designed to provide short-term control for youths who are considered an immediate threat to themselves or the community. Detention centers are often the first point of contact for a youth who becomes involved in the Juvenile Justice System. Youths typically enter a locked detention program for the following reasons (1) pending Juvenile Court adjudication, (2) waiting transfer to another jurisdiction or agency, or (3) on a short-term commitment to detention ordered by the Juvenile Court.

The Office of Correctional Facilities administers the four locked detention programs along the Wasatch Front area. The programs in the remainder of the State are administered through the Office of Rural Programs.

Locked detention programs operate within the framework of the BARJ model to provide secure custody and arrange activities that encourage youths to take responsibility for their crimes and to learn more socially acceptable skills. While in custody, youths attend school 5 days a week and have access to medical and dental services. Families are encouraged to visit their sons and daughters and give them positive support. Religious services are available to those youths who wish to participate.

Secure Facilities. The Office of Correctional Facilities operates four secure facilities including: (1) Mill Creek Youth Center in Ogden, (2) Decker Lake Youth Center in West Valley City, (3) Wasatch Youth Center in Salt Lake City, and (4) Slate Canyon Youth Center in Provo.

Secure facilities provide extended secure care confinement for the most seriously delinquent youths. Youths who are committed to secure care usually have extensive delinquency histories and have continued to commit offenses despite receiving services from other agencies and less restrictive Division programs. Secure facility staff provide intensive supervision and offer humane quality treatment. Youths are treated with respect and given the opportunity to make positive choices that will help them improve their lives.

Secure facility programming is based upon the Division's Mission Statement and the principles of the BARJ Model. Youths are held accountable for their delinquency by confronting criminal thinking errors and antisocial behavior and by working off restitution owed to their

victims. Competency development is addressed through counseling groups that focus on drug and alcohol issues, social skills development, and transitioning to the community after secure care. Competency development

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SECURE CARE	5
FY 2008 BUDGET	\$27,890,200

is also addressed through educational and vocational training opportunities. All youths in secure facilities are required to attend school or participate in a vocational program. Educational services are offered through the Utah Department of Education's Youth In Custody Program and held by teachers from local school districts. Schoolwork completed in secure facility classrooms may be credited to a youth's regular academic record.

Office of Rural Programs

The Division's multiuse facilities are designed to provide a variety of residential and nonresidential services to youths in rural communities. These facilities provide the core services of the Office of Rural Programs and have become integral parts of local Juvenile Justice efforts. Multiuse facilities provide all Juvenile Justice Service functions, but on a smaller scale. They are operated in six rural communities that cover all rural areas of the state: (1) Split Mountain Youth Center in Vernal; (2) Central Utah Youth Center in Richfield; (3) Canyonlands Youth Center in Blanding, and case management, youth services, and receiving center offices in Moab; (4) Cache Valley Youth Center in Logan, and case management, youth services, and receiving center in Brigham City; (5) Castle Country Youth Center in Price; and the and (6) Washington County Youth Crisis Center in St. George.

Complimenting the multiuse facilities are the Dixie

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SECURE CARE1

CASE MANAGEMENT

FY 2008 BUDGET \$ 25,962,500

Area Detention Center in Washington County which provides 32 beds of locked detention in a separate facility and the Southwest Utah Youth Center in Cedar City which provides 10 beds of locked detention and 10 beds of secure care.

Collectively, rural facilities provide 122 beds of locked detention and 70 non-secure beds. Non-secure beds may be used for a variety of residential programs including observation and assessment, shelter, and community based programs.

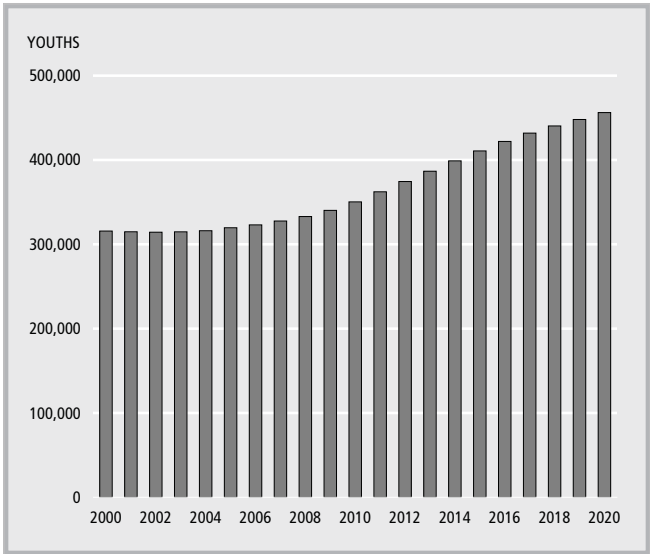
Rural programs continue to experience a higher cost to provide the same services that are delivered in urban areas. A principle reason for this is that staff often must travel great distances to meet their various professional obligations which include attending court hearings, visiting with families, meeting with youths in programs, attending mandatory training, and participating in management meetings.

Population Served

During 2008, Utah's population of 10 - 17 year old youths numbered 332,920, a 1.6% increase above 2007 (326,629). Continuing a trend that began in 2003, the age group is expected to grow steadily and exceed 350,000 by 2010 (see chart at top right; source: Utah State Governor's Office of Planning and Budget, 2006). The majority of these youths (75%) live in four urban counties along the Wasatch Front (Weber, Davis, Salt Lake, and Utah). Another 10% of Utah's youths live in three of the State's fastest growing counties (Cache, Washington, and Iron).

Based on an analysis of individuals who turned 18 during the 2007 calendar year, about 38% of Utah's youths will have some contact with the juvenile justice system by age 18. Nearly 4% will be found by the Juvenile Court to be victims of dependency, neglect, or abuse and over 29% will be charged with at least one offense and referred to the Juvenile Court. In a substantial number of these cases, involvement with the Court will lead to in-home supervision by Juvenile Court probation or transfer of custody from parents to the Division of Juve-

UTAH'S 10 to 17 YEAR OLD YOUTHS



nile Justice Services or the Division of Child and Family Services. Additional predictions are presented below.

BY AGE 18

OFFENDING ¹

1 IN 3.8 YOUTHS WILL BE FOUND TO HAVE COMMITTED AT LEAST ONE FELONY- OR MISDEMEANOR-TYPE OFFENSE:

- 1 IN 17 - OFFENSE AGAINST A PERSON (1 IN 77 A FELONY-TYPE OFFENSE AGAINST PERSON).
- 1 IN 6 - OFFENSE AGAINST PROPERTY.
- 1 IN 6 - OFFENSE AGAINST THE PUBLIC ORDER.

A RELATIVELY SMALL PROPORTION OF ALL YOUTHS (8.2%) WILL BE RESPONSIBLE FOR THE MAJORITY OF IDENTIFIED YOUTH CRIME (68%).

CUSTODY AND SUPERVISION

1 IN 11 YOUTHS WILL SPEND TIME IN LOCKED DETENTION.

1 IN 21 YOUTHS WILL BE PLACED UNDER SUPERVISION WITH JUVENILE COURT PROBATION.

1 IN 22 YOUTHS WILL BE COMMITTED TO DIVISION OF CHILD AND FAMILY SERVICES' CUSTODY OR SUPERVISION.

1 IN 40 YOUTHS WILL BE COMMITTED TO DIVISION OF JUVENILE JUSTICE SERVICES' CUSTODY:

- 1 IN 76 - COMMUNITY PLACEMENT.
- 1 IN 62 - OBSERVATION AND ASSESSMENT.
- 1 IN 299 - SECURE FACILITY.

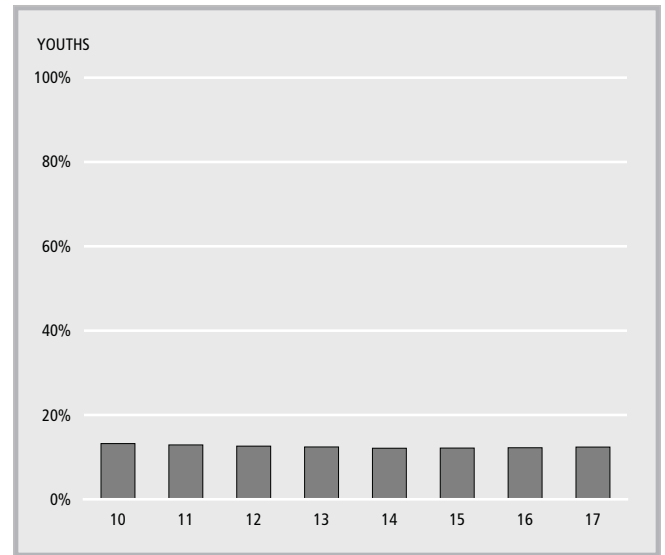
¹ FELONY-TYPE OFFENSES ARE THE MOST SERIOUS FOLLOWED BY MISDEMEANOR-TYPE OFFENSES. FELONY- AND MISDEMEANOR-TYPE OFFENSES ARE DISTINGUISHED FURTHER BY THEIR OBJECT: PERSON OFFENSES (E.G., ASSAULT); PROPERTY OFFENSES (E.G., CAR THEFT); AND PUBLIC ORDER OFFENSES (E.G., GAMBLING).

AGES

As mentioned above, Utah's population of 10 to 17 year olds has grown steadily since about 2003 (source: Utah State Governor's Office of Planning and Budget; 2006).

In the breakout of numbers of youths by age, for 2008, this can be seen as a modest increase in the percentage of younger aged youths. For instance, 10-year olds represented 13.2% of the total of 10 to 17 year olds, whereas, 16-year olds represented only 12.2% of the total.

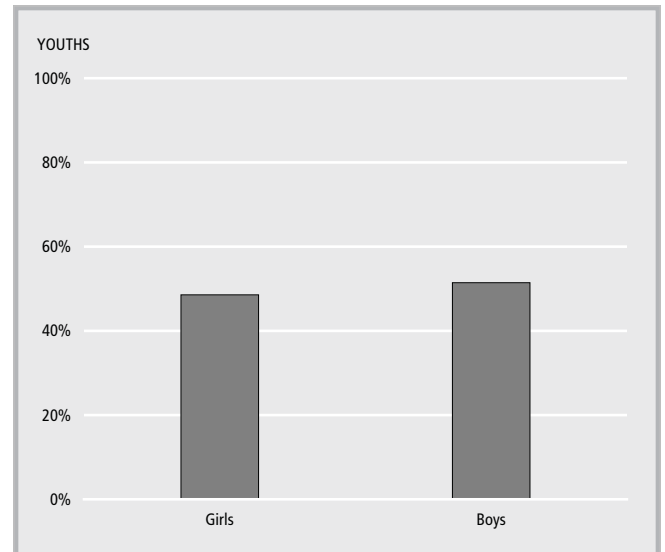
Youths most at risk for involvement with the Division are in the age group between 15 and 17 years old. This subgroup is expected to be about the same size in 2009, but increase thereafter; with year-to-year increases of 1.5% in 2010, 2.2% in 2011, and 3.1% in 2012.



GENDER

Boys held a slight majority (51.4%) of Utah's population of 10 - 17 year olds (source: Utah State Governor's Office of Planning and Budget, 2006).

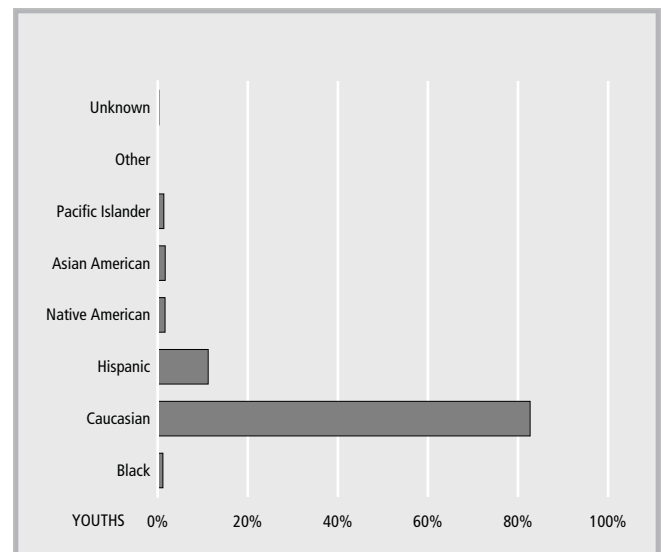
Boys are overrepresented at all levels of the Division's programming.



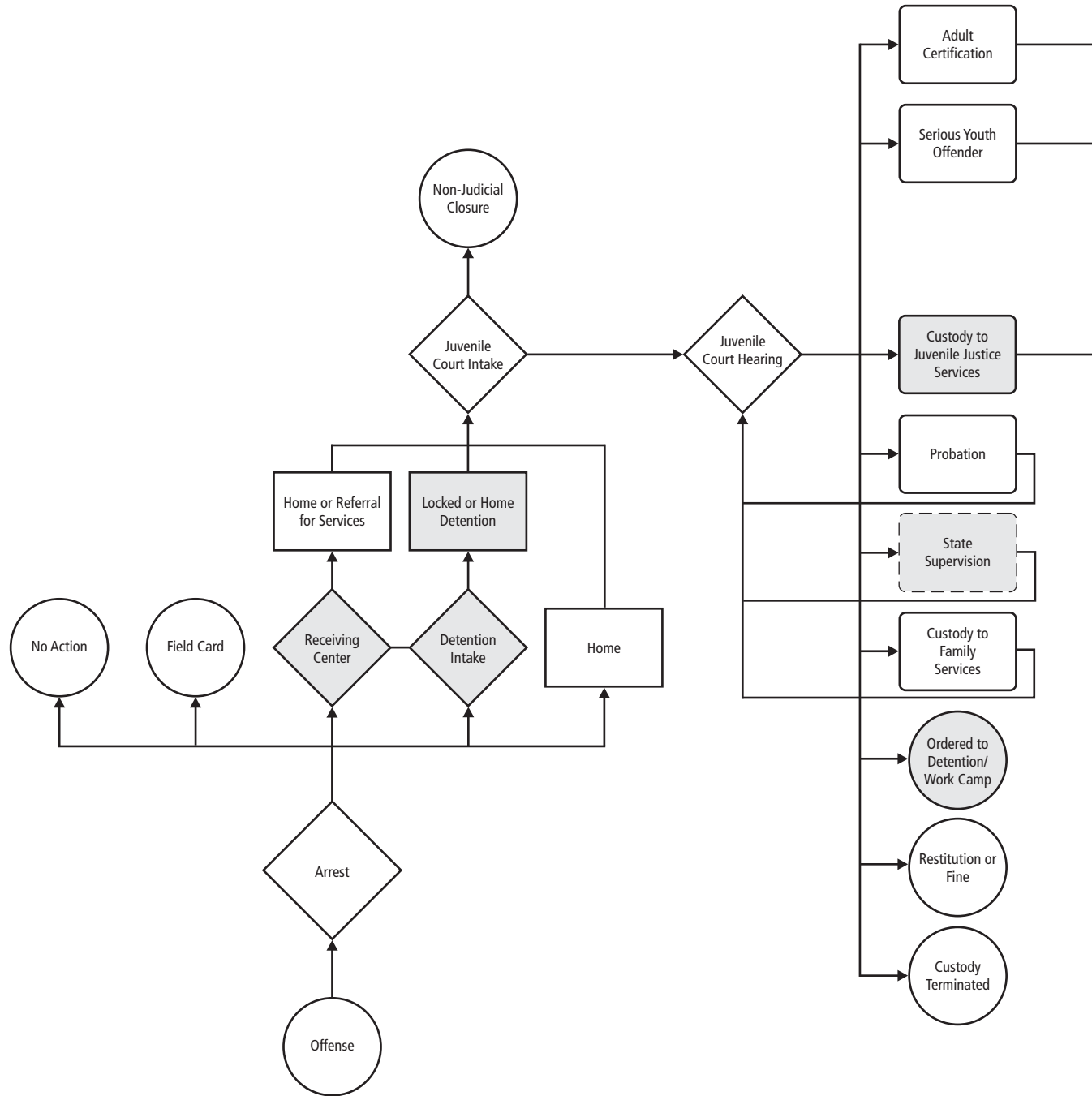
ETHNICITY

The great majority of youths in Utah's population of 10 to 17 year olds were Caucasian (82.7%). Hispanics represented about 11.2% of the group; Blacks 1.2%; Native Americans 1.6%; Pacific Islanders 1.4%; and Asian Americans 1.7% (source: Utah State Office of Education, fall enrollment in grades 5 through 10 for the 2004 - 2005 school year).

Minority youths are overrepresented at all levels of the Division's programming.



Client Flowchart

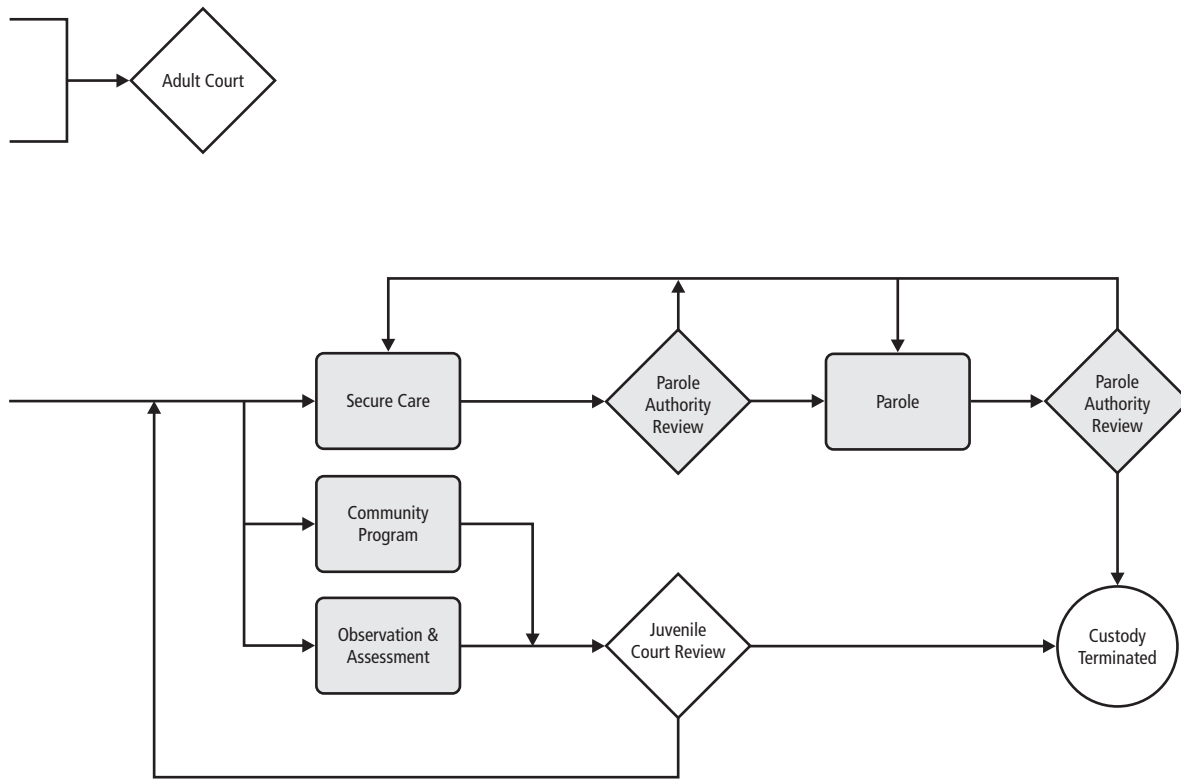


Though the Division now operates youth services programs which may serve non delinquent youths, the great majority of Division clients are delinquent youths who have the following experience:

A youth who is arrested and charged with an offense is referred to a Juvenile Court intake worker. Depending on the seriousness of the offense and other factors, such

as danger to the community, the child may be held in a detention center operated by the Division.

There is a range of sanctions for charges found true. Sentencing alternatives include (1) levying fines, (2) ordering payment of restitution to victims, (3) placing the offender on probation under the continuing jurisdiction of the Juvenile Court, and (4) placing the youth in the



- Shading represents programs and functions delivered by the Division of Juvenile Justice Services.
- The Division provides out-of-home residential placement for some state supervision youths.

custody of the Division.

Traditionally, granting custody to the Division has been reserved for the most serious or chronic offenders. Several of the Division's treatment options are represented in the chart. Community programs are the least restrictive of these; secure facilities the most restrictive. Programs follow the principles of the Balanced and

Restorative Justice Model (BARJ); namely, competency development, accountability, and community protection.

If a youth cannot be properly cared for by juvenile justice agencies, procedures are available for transferring serious juvenile offenders to the jurisdiction of adult courts and the adult correctional system. Youths found guilty in the adult system serve adult sanctions.

Juvenile Justice Continuum of Care

The care of Utah's delinquent youths is primarily provided by Juvenile Court Probation, the Division of Child and Family Services, and the Division of Juvenile Justice Services. The Division of Child and Family Services has day care and residential services for dependent and neglected children. In addition, the Division of Child and Family Services provides services to youths under the age of 12 who have been found to be delinquent and youths over the age of 12 who are less seriously delinquent. Probation provides day treatment programs and supervision to youthful offenders. This population largely includes youths who are still in the homes of their parents or are in the custody of the Division of Child and Family Services. The Division of Juvenile Justice Services provides care for delinquent youths who require removal from home. The Division's residential programs range from community based programs to secure care. In addition, Juvenile Justice Services administers Utah's receiving centers, youth service programs, locked detention, diversion programs, and residential work programs. Collectively, the programs of the three agencies may be thought to form a continuum of care that allows the Juvenile Court to make graduated responses to youths in proportion to the severity of their behavior and according to their needs for treatment.

The continuum has evolved and certainly will continue to change in response to a variety of factors including resource availability, innovations in treatment and programming, community values, and changing demographics. In addition, initiatives of the Utah State Legislature and juvenile justice partners have sought to enhance the continuum and have changed the manner in which programming is applied. Several significant efforts from recent Legislative sessions are described below.

Judicial Sentencing Authority

The 1997 Utah State Legislature passed two bills that extend the sentencing authority of Juvenile Court Judges. The Juvenile Judges - Short Term Commitment of Youth (UCA 78-3a-118(2f)) allows Juvenile Court Judges to order youths found to have committed felony-type or misdemeanor-type offenses to a stay of up to 30 days in a locked detention facility or in a diversion program.

A second bill passed by the 1997 Legislature (UCA 78-3a-901(3a), Juvenile Court Powers) extends the sanctions available for youths found in contempt of court. Historically, sanctions affecting custody were only given at adjudication of new delinquent offenses. This ex-

cluded hearings where the only charge was contempt of court. The new legislation allows Juvenile Court Judges to sentence youths found in contempt to any sanction except secure care. This includes short-term sanctions such as orders to detention and long-term sanctions such as community placement.

Juvenile Sentencing Guidelines

Widespread concerns over rates of juvenile crime prompted the Utah Sentencing Commission to open a dialogue among agencies involved in the care of Utah's delinquent youths. The parties included the Juvenile Court, the Division of Juvenile Justice Services, law enforcement, county prosecutors, defense attorneys, and Utah State Legislators. As a result of these discussions, a guidelines proposal was created that focused on the principles of: (1) early intervention, (2) consistent application of sanctions, and (3) intensive supervision. Increased focus on these objectives was expected to enhance community protection, provide more equitable application of sanctions, and provide greater predictability of resource needs for agencies that care for delinquent youths. Most importantly, it was believed that earlier and more intensive intervention would more effectively deter youths from delinquent behavior and keep them from penetrating further into the system.

The guidelines proposal was not simply a scheme for determining eligibility for particular sentencing sanctions. It made recommendations about the types of programming that should be available in the juvenile justice continuum of care. First, the plan recommended increasing frequency of contact youths have with their probation officers. This would be accomplished by reducing probation case loads to between 10 and 15 youths.

Second, a new level of programming known as state supervision was described. This intervention was intended to fill a gap in the continuum of care thought to exist between probation, administered by the Juvenile Court, and community placement managed by the Division of Juvenile Justice Services. The new sanction was designed to be operated through Juvenile Court probation. Case management functions would be provided by probation officers. Most youths receiving the disposition would remain in their own homes but would be closely supervised by probation officers and would be involved in structured, day-treatment programs. If needed, arrangements could be made for out-of-home placements through the Division of Juvenile Justice Services or the

Division of Child and Family Services.

A third programmatic recommendation involved the use of observation and assessment programming. The guidelines proposal recommended that the program be viewed exclusively as a diagnostic tool and not as a punitive sanction for delinquent youths. Therefore, observation and assessment was not included as one of the guidelines' sanctions. Instead, its use was encouraged whenever diagnostic evaluation was needed for delinquent youths aged 12 or older.

The actual sentencing guidelines and procedures for using them are described thoroughly in the Sentencing Guidelines Manual 1997 produced by the Utah Sentencing Commission. Application of sanctions is based on three factors: (1) the severity of a juvenile's current offense(s), (2) the juvenile's delinquency history, and (3) any circumstances that would make the behavior seem more serious (aggravating factors) or less serious (mitigating factors). A statute passed by the 1997 Utah State Legislature (UCA 78-3a-505(2)) requires that the guidelines be considered by any agency making a dispositional report to the Juvenile Court. Departures from guidelines recommendation should be justified in terms of mitigating or aggravating factors. Although Juvenile Court Judges receiving a recommendation are not bound by the guidelines, it was hoped that the standardized recommendations would promote consistency in judicial decisions. Juvenile Court Judges have agreed informally to identify aggravating or mitigating circumstances that merit departure from the guidelines.

Policy makers involved in creating the guidelines believed that they should be "revisited, monitored, and evaluated on a regular basis." A report evaluating Utah's application of the guidelines, entitled "Impact of An Early Intervention Mandate: The Juvenile Sentencing Guidelines and Intermediate Sanctions in Utah, Final Report," can be found on the Utah Sentencing Commission's web site; www.sentencing.utah.gov.

Serious Youth Offender

Utah's Serious Youth Offender law, enacted by the 1995 Legislature, was designed to move some youths beyond the Juvenile Justice System. The law was intended to provide more severe sanctions for the most serious juvenile offenders and to remove them from costly juvenile programs that appeared to be having little impact.

To qualify as a serious youth offender, a youth must be at least 16 years of age at the time of an offense and

meet one of three offense criteria: (1) the youth is charged with murder or aggravated murder, (2) the youth is charged with a felony-type offense after having been committed to a secure facility, or (3) the youth is charged with at least one of ten serious felony offenses (aggravated arson, aggravated assault, aggravated kidnapping, aggravated burglary, aggravated robbery, aggravated sexual assault, discharge of a firearm from a vehicle, attempted aggravated murder, attempted murder, or a felony offense involving the use of a dangerous weapon after having previously been found to have committed a felony-type offense involving the use of a dangerous weapon).

Youths who are at least 16 and meet either of the first two criteria are charged directly in the adult court system. Juveniles who are charged with one of the ten serious felony offenses are initially given a hearing in Juvenile Court. If the State meets its burden to establish probable cause to believe that the juvenile committed one of the specified crimes, the Juvenile Court binds the juvenile over to the adult court system. Transfer can be avoided if the juvenile meets all three of the following criteria: (1) the minor has not previously been adjudicated delinquent for a felony offense involving the use of a dangerous weapon; (2) the offense was committed with one or more other persons and the youth appears to have a lesser degree of culpability than the confederates; and (3) the minor's offense was not committed in a violent, aggressive, or premeditated manner.

Other Statutory Based Changes

The 1999 Utah State Legislature reduced observation and assessment programming time from 90 days to 45 days. A single extension of 15 days can be authorized by the Division director (UCA 78-3a-118(2)(e)). The adjustment was expected to increase efficiency of the assessment process by allowing more youths to be evaluated without increasing numbers of observation and assessment staff and other resources and without affecting the quality of observation and assessment services.

The 2002 Utah State Legislature transferred administration of Youth Services to the Division of Juvenile Justice Services from the Division of Child and Family Services (UCA 62A-7-601). The change allows the Division of Child and Family Services to focus on its core mission of caring for abused and neglected youths and recognizes the expertise of the Division of Juvenile Justice Services in operating residential programs. The 2002 Legislature

also expanded the DNA database to include juveniles found to have committed a felony. Upon the order of a Juvenile Court Judge, probation officers or Juvenile Justice Services' case managers are responsible for collecting a sample using a saliva test kit. The juvenile is assessed a fine to pay for the test. Once taken, samples are sent to the Utah Department of Public Safety, Bureau of Forensic Services.

The 2003 Legislative Session changed the Division's name from the Division of Youth Corrections to the Division of Juvenile Justice Services (UCA 62A-7-102).

The Adam Walsh Child Protection and Safety Act (Pub.L.109-248) was signed into law by Congress. The Act is named for Adam Walsh who was a youth murdered 16 days after his abduction. The Act organizes sex offenders into three categories or tiers, and mandates that they register their whereabouts. Registration information is entered by each state into a national database. Information from the database would be available to the general public. The law does apply to some convicted juvenile sex offenders.

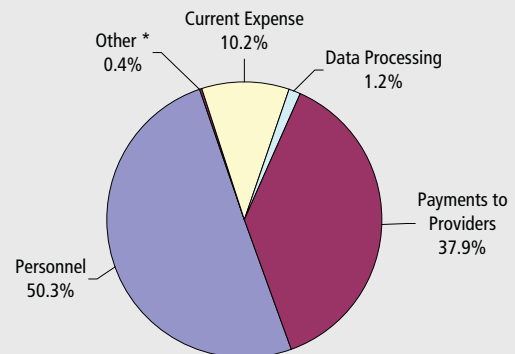
Budget

The Chart at top right identifies the major categories of expenditures during FY 2008. The largest expenditures were for Personnel costs (50.3%) and Payments to Providers (37.9%). The Division's revenues for FY 2008 are identified in the chart at center right. The great majority of revenues came from Utah's General Fund (82.3%). Other Collections (3.2%) include funds received through the Office of Recovery Services (ORS) from parents who pay a portion of the cost of care, and from Child Nutrition Programs (School Lunch). Nearly 13% of the Division's revenues came from the Federal Title XIX program administered by the Utah Department of Health.

Division expenditures over the last 21 years are presented in the chart at bottom left. Expenditures grew from \$14.4 million in FY 1988 to \$106.4 million in FY 2008, an increase of 640%. Budget increases over the period rose with increases in numbers of youths served and the range of services provided.

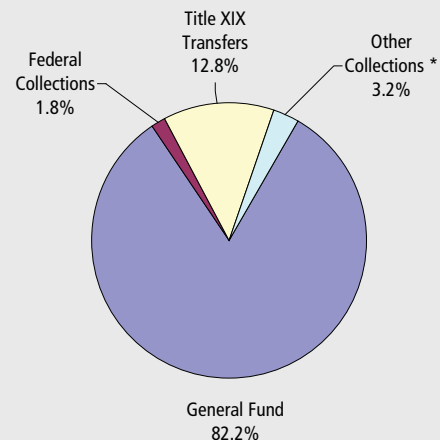
The chart at the bottom right shows fluctuations in budgets for secure programs (locked detention and secure facilities) compared to budgets for community based programs and administration. Percentages for secure programs reached a high of 50% in FY 1991. In FY 2008, the percentage was about 35%. Administrative costs for the State Office and each of the four service Offices continued to be a small portion of the Division's expenses. After being inflated by Federal funds used for facility construction in FY 2003 and FY 2004, the Division's total Administrative costs have dropped to near historic lows and in FY 2008 represented about 4% of the overall budget.

FY 2008 EXPENDITURES



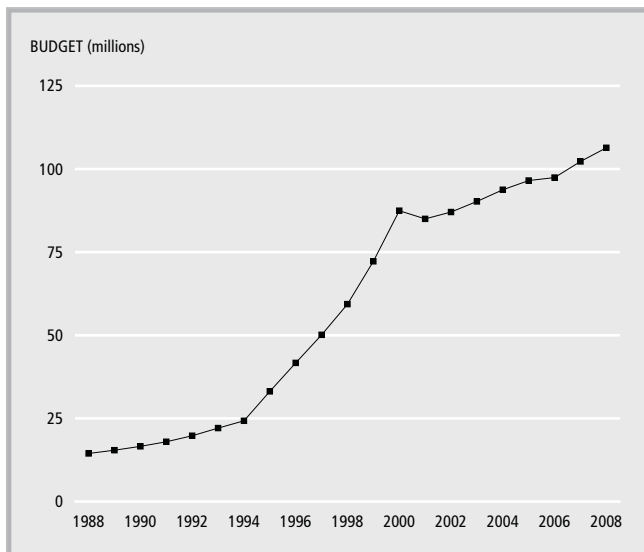
* Other includes Travel and Capital Outlay.

FY 2008 REVENUES

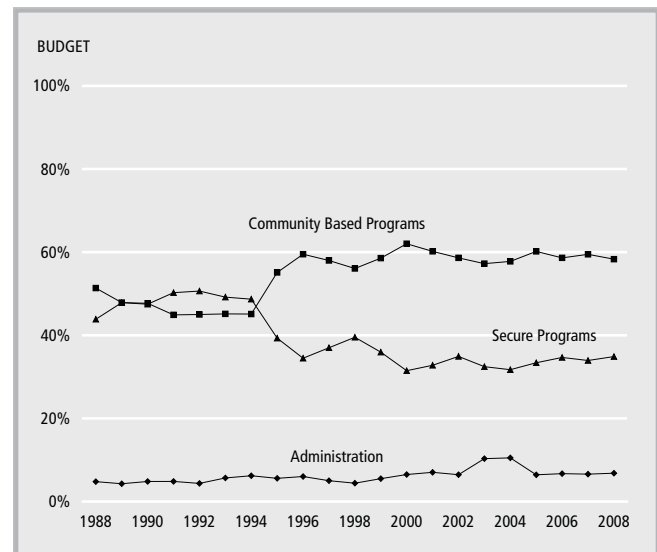


* Other Collections includes ORS payments from parents and School Lunch

DIVISION BUDGETS FY 1988 to FY 2008



BUDGET COMPONENTS FY 1988 to FY 2008



OPERATING BUDGETS.

OFFICE	ACTUAL FY 2008 ¹	AUTHORIZED FY 2009 ²	REQUESTED FY 2010 ³
STATE OFFICE ADMINISTRATION	4,257,200	4,451,400	4,451,400
OFFICE OF COMMUNITY PROGRAMS			
Administration	1,476,600	1,582,923	1,575,348
CASE MANAGEMENT	4,837,300	5,185,610	5,160,795
COMMUNITY PROGRAMS	19,655,300	19,750,382	19,649,550
OBSERVATION & ASSESSMENT	4,571,700	4,900,886	4,877,433
OUT OF STATE PLACEMENT	1,814,600	1,945,261	1,935,952
TRANSITION	2,283,700	1,928,138	1,916,423
SUB TOTAL	34,639,200	35,293,200	35,115,500
OFFICE OF CORRECTIONAL FACILITIES			
ADMINISTRATION	467,000	494,770	485,045
DETENTION FACILITIES	10,692,400	11,328,227	11,105,563
OBSERVATION & ASSESSMENT	908,200	962,206	943,294
SECURE FACILITIES	15,822,600	16,312,596	15,806,098
SUB TOTAL	27,890,200	29,097,800	28,340,000
OFFICE OF EARLY INTERVENTION SERVICES			
ADMINISTRATION	211,100	217,314	217,355
DIVERSION	4,583,800	4,718,734	4,719,631
RECEIVING CENTERS	1,294,500	1,332,606	1,332,860
STATE SUPERVISION	1,583,200	1,167,505	937,115
WORK CAMPS	2,967,800	3,055,164	3,055,744
YOUTH SERVICES	2,648,900	2,726,876	2,727,394
SUB TOTAL	13,289,300	13,218,200	12,990,100
OFFICE OF RURAL PROGRAMS			
ADMINISTRATION	501,700	514,906	515,122
CASE MANAGEMENT	953,300	978,393	978,805
COMMUNITY PROGRAMS	6,444,400	6,443,133	6,445,913
DETENTION FACILITIES	9,619,200	9,872,402	9,876,552
DIVERSION	1,235,900	1,268,432	1,268,965
OBSERVATION & ASSESSMENT	1,385,500	1,421,970	1,422,568
OUT OF STATE PLACEMENT	52,900	54,292	54,315
RECEIVING CENTERS	1,968,300	1,601,111	1,601,960
SECURE FACILITIES	963,500	988,862	989,277
SHELTER	2,115,800	2,171,493	2,172,406
STATE SUPERVISION	342,700	227,021	45,869
YOUTH SERVICES	379,300	389,284	389,448
SUB TOTAL	25,962,500	25,931,300	25,761,200
YOUTH PAROLE AUTHORITY ADMIN	343,400	357,100	357,100
TOTAL	106,381,800	108,349,000	107,015,300

REVENUES.

SOURCE	ACTUAL FY 2008 ¹	AUTHORIZED FY 2009 ²	REQUESTED FY 2010 ³
GENERAL FUND	87,505,100	86,975,900	86,923,900
FEDERAL COLLECTIONS ⁴	1,878,700	1,999,600	1,992,000
TITLE XIX TRANSFERS	13,614,500	13,690,800	13,690,800
OTHER COLLECTIONS ⁵	3,383,400	5,682,700	4,408,600
Total	106,381,800	108,349,000	107,015,300

Revenue Notes.

¹ Fiscal Year 2008 includes \$217,200 non-lapsing funds from the previous year.

² Fiscal Year 2009 includes \$1,247,900 of non-lapsing funds from the previous year and reflects General Fund budget reductions of \$3,568,300 from the 2008 2nd Special Legislative Session.

³ Fiscal Year 2010 includes the budget reduction impacts from the 2008 2nd Special Legislative Session.

⁴ Federal Collections include Title IV-E, Title XX, US Immigration & Naturalization Service, and other Federal grants and programs.

⁵ The majority of Other Collections are 1) through the Office of Recovery Services (ORS) from parents who pay a portion of the cost of care, and 2) from the Child Nutrition Programs (School Lunch).

Operating Budget Notes.

¹ Fiscal Year 2008 includes \$217,200 non-lapsing funds from the previous year.

² Fiscal Year 2009 includes \$1,247,900 of non-lapsing funds from the previous year and reflects General Fund budget reductions of \$3,568,300 from the 2008 2nd Special Legislative Session.

³ Fiscal Year 2010 includes the budget reduction impacts from the 2008 2nd Special Legislative Session.

Receiving Centers

Youths typically enter Utah's juvenile justice system when arrested and charged with an offense (see "Client Flowchart," page 22). The arrest usually is made by a local police officer, county deputy sheriff, or a member of the Highway Patrol. If the youth is accused of a serious offense that falls within the Guidelines for Admission to locked detention, the youth may be taken to a locked detention center. However, when guidelines are not met, officers often struggle to find a responsible adult to take custody of the youth or to find a suitable placement. The officers may not have the means or the time to contact the youth's parents and may have difficulty finding appropriate services for a youth requiring immediate care. All too often this results in intense frustration, wasted time, and missed opportunities for everyone concerned. The youth misses a chance to receive help and is exposed to an inefficient system. The arresting official must devote time away from other duties critical to public safety.

To minimize such difficulties, receiving centers have been opened across the State. These centers are built on a partnership between Juvenile Justice Services, the Division of Child and Family Services, law enforcement, the Juvenile Court, and local community resources. On receiving a youth, receiving center workers immediately attempt to contact the youth's parents or guardians. They evaluate the youth's immediate needs for security

and care and make referrals for services if appropriate. Referrals can be made to meet a variety of needs including crisis intervention, youth services care, locked detention, substance abuse counseling, mental health programming, and school counseling.

During FY 2008, the Division operated 17 receiving centers. The Office of Early Intervention Services administered 5 centers (Farmington, Ogden, Provo, and Salt Lake City (2)). The Office of Rural Programs operated an additional 12 centers (Brigham, Blanding, Cedar City, Kanab, Logan, Manti, Moab, Price, Richfield, Roosevelt, St. George, and Vernal).

Statewide, during FY 2008, there were over 5,000 admissions to receiving centers; approximately 55% were admissions of boys. An estimated 68% of all referrals were to centers in urban areas administered by the Office of Early Intervention Services. Reasons for referral ranged from truancy to delinquent offenses. Length of stay varied, but typically was under 2 hours. In most cases, youths were released to their parents or guardians. Substantial numbers also were released to shelter, youth services programs, and locked detention. Based on findings of need, referrals were made to other agencies including the Juvenile Court, Division of Child and Family Services, substance abuse agencies, and mental health agencies.

Youth Services

The 2001 Legislature transferred oversight of youth services from the Division of Child and Family Services (DCFS) to Juvenile Justice Services. Since July 2002, the Office of Early Intervention Services has administered three youth services centers along the Wasatch Front. The office directly operates the Archway Youth Service Center in Ogden. Salt Lake County Youth Services, in Salt Lake County, and Vantage Point Youth Services, in Utah County, are operated under a contractual agreement with the respective counties. Archway Youth Service Center and Salt Lake Youth Services also operate non residential satellite sites. In addition, the Office of Rural Programs has established youth services functions through all seven of its multiuse centers (see “Multiuse Facilities,” page 39).

Youth services centers provide 24-hour crisis counseling services to runaway, homeless and ungovernable youths and their families. The primary goal is to keep families intact and to divert youths and families from intervention by the juvenile justice system. Services include immediate crisis intervention, short-term crisis residential, voluntary extended residential, individual and group counseling, and community outreach. Youths typically are brought to the centers by law enforcement, family members, or other concerned individuals. In addition, the centers accept self referrals and referrals from receiving centers.

Crisis Intervention. Homeless or runaway youths taken or self-referred to the center are given crisis intervention

counseling in an effort to reunite the child with family. If successful, no further intervention may be required.

Crisis Residential. Youths with problems that cannot be resolved through crisis intervention and who cannot immediately be returned home may be referred for short-term residential care. Generally, the stay does not exceed 72 hours. During this time, counseling and more thorough assessments of the youth and his/her family situation are provided. Many situations are resolved after this brief stay without additional services. Youths and families needing more intervention are referred to the 60-day program.

60-Day Program. Services provided in the 60-day program generally are provided on an outpatient basis. However, residential care may be extended for up to 14 days. The youth’s stay is voluntary and contingent on all parties signing a voluntary agreement for placement and services. The agreement outlines the expectations of all participants, including the frequency of counseling sessions. Outpatient services can continue for up to 60 days.

Community Outreach Services. Youth services centers work cooperatively with other community agencies to identify appropriate services to meet the broad, longer-term needs of runaway, homeless, and ungovernable youths and their families. Staff members provide educational groups and presentations to a variety of community partners.

Diversion Programs

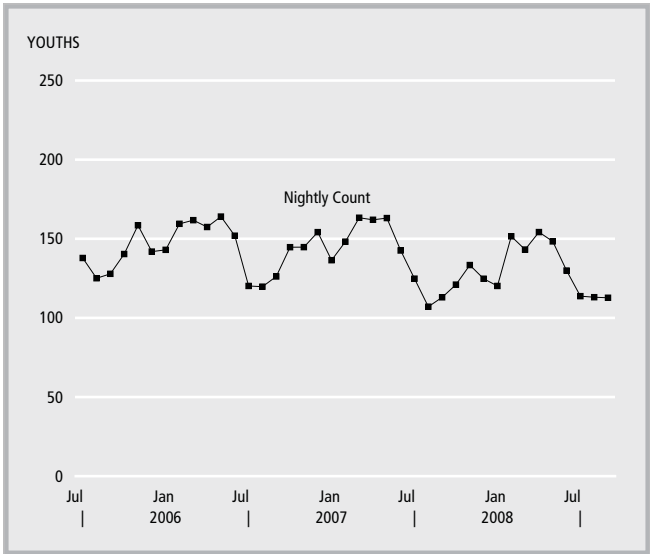
Diversion programs are generally serve youths who have been adjudicated for a delinquent offense and have been ordered to attend and participate in the program for up to 30 days rather than serve time in locked detention. Youths are supervised daily. Their progress is tracked through face-to-face contacts, collateral contacts such as with schools, and by telephone. Youths are engaged in activities during after school times, evenings, and weekends. Participants have opportunities to attend educational groups covering a variety of subjects, skill building activities, and community service activities. In some areas, in-home support is also provided and referrals can be made to other agencies for additional services when needed.

Both the Office of Early Intervention Services and the Office of Rural Programs operate diversion programs. Overall, these functions provide cost effective and safe interventions to help relieve crowded detention centers, hold offenders accountable and enhance public safety. Staff members work hard to impact the lives of youths in positive ways and help them avoid further penetration into the juvenile justice system.

The Office of Early Intervention Services operates the Davis Area Youth Center, which serves Weber and Davis Counties, Salt Lake Alternatives, which serves Salt Lake, Tooele, and Summit Counties, and Lightning Peak, which serves Utah County. Rural programs operate diversion programs through multiuse facilities located in rural counties (see “Multiuse Facilities,” page 39).

The chart at top right represents Statewide average

AVERAGE NIGHTLY COUNT



nightly count of diversion program participants for each month from July 2005 (FY 2006) through September 2008 (FY 2009). Average count dropped over the period from a yearly average of 147 per day in FY 2006 to 144 in FY 2007 and 131 in FY 2008. During the same period, the number of different youths served dropped by about 6%, falling from 1,542 in FY 2006 to 1,511 in FY 2007 and 1,454 in FY 2008. Average length of stay per admission was 27.1 days in FY 2006, 26.8 days in FY 2007 and 29.7 days in FY 2008.

Work Program

Genesis Youth Center, located in Draper, Utah, is a coeducational, residential work program for juvenile offenders. Currently, 40 beds are available for boys and 10 beds for girls. The program opened in 1994 and serves youths from all parts of the State. It is administered by the Office of Early Intervention Services.

The main purpose of the Genesis program is to hold youths accountable for their delinquent behavior. Youths are given the opportunity to work off court ordered restitution owed to their victims and service hours owed to the community. Residents typically work 6 days a week at a variety of different work sites in the community.

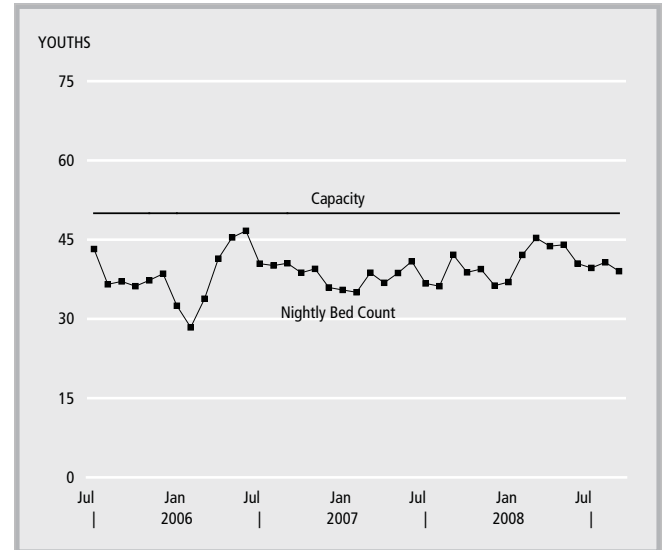
QUICK FACTS GENESIS YOUTH CENTER

BEDS.....	50
ADMISSIONS	232
GIRLS	35
BOYS.....	197
DIFFERENT YOUTHS SERVED	255
AVERAGE NIGHTLY BED COUNT	40.2
WORK HOURS COMPLETED	61,943
AVERAGE LENGTH OF STAY	63 DAYS
DAILY COST PER YOUTH.....	\$201.78

During FY 2008, residents worked over 61,900 hours. At minimum wage (\$6.55/hr), this represents a return to the community of over \$405,000.

The Genesis program also assists youths to learn and develop meaningful job skills that may help them obtain employment after release from the program. A voca-

AVERAGE NIGHTLY BED COUNT



tional woodworking program is offered to both male and female residents. Youths are taught basic safety rules and must demonstrate proficiency in the use of equipment before they are allowed to work on projects. They are able to learn many new skills and display a sense of pride in their accomplishments.

In addition to working, residents attend school on site. Classrooms at the facility are operated by the Jordan School District Youth In Custody program (see "Youth in Custody Educational Programs," page 71).

The chart at top right represents the average nightly number of youths in residence at Genesis Youth Center each month between July of 2005 (FY 2006) through September of 2008 (FY 2009). The capacity line identifies the number of available beds during the same period. The population in Genesis averaged about 38 youths per night in FY 2006 and FY 2007. The average count increased to over 40 per night during FY 2008. During FY 2008, there were 232 admissions to Genesis, 35 boys and 197 girls. Average length of stay during the year was about 63 days.

Detention

Locked Detention facilities provide short-term confinement for delinquent youths awaiting adjudication, placement, or serving a sentence ordered by the Juvenile Court. These programs often are a youth's first point of contact with Utah's juvenile justice system. While in residence, youths participate in structured programming and receive educational services and medical screening.

Locked detention programs function within the

QUICK FACTS LOCKED DETENTION

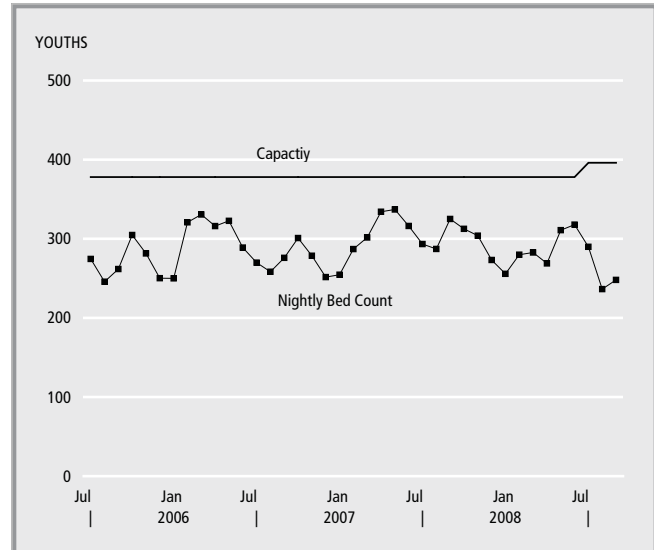
NUMBER OF PROGRAMS	11
BEDS.....	378
ADMISSIONS	11,815
DIFFERENT YOUTHS SERVED	5,970
AVERAGE NIGHTLY BED COUNT	292.5
LENGTH OF STAY PER ADMISSION.....	9.1 DAYS
DAILY COST PER YOUTH.....	\$189.69

framework of the BARJ Model (see "Mission, Vision, and Values," page 12) to provide secure custody and activities aimed at helping youths take responsibility for their offenses and learning socially acceptable skills. Programs also attempt to help youths keep contact with families and the community. Family visitation is encouraged and nondenominational church services are held at all centers. In addition, Youth in Custody educational programs (YIC; see "Youth In Custody Educational Programs," page 71) operate on site, every weekday, at each facility.

Statewide, the Division operates 11 separate locked detention programs: 7 programs are administered by the Office of Rural Programs in rural areas and 4 additional programs are operated by the Office of Correctional Facilities along the Wasatch Front (see table on following page).

The chart at top right represents Statewide average nightly bed count of locked detention for each month from July 2005 (FY 2006) through September 2008 (FY

AVERAGE NIGHTLY BED COUNT



2009). Nightly bed count rose slightly over the period from a yearly average of 287 per night in FY 2006 to 289 in FY 2007 and 293 in FY 2008. During the same period, the numbers of different youths served dropped from 6,109 in FY 2006 to 5,993 in FY 2007 and 5,970 in FY 2008. Average length of stay per admission was 8.7 days in FY 2006, 9.4 days in FY 2007 and 9.1 days in FY 2008.

As may be seen in the table on the following page, most detention centers were over capacity on at least some nights during FY 2008. The most extreme cases were the Cache Valley Youth Center (66.9%) in Logan, the Slate Canyon Youth Center (63.4%) in Provo, and the Weber Valley Detention Center (45.6%) in Roy. Though not shown in the table, overcrowding could be more pronounced for boys than girls. For example, though the Dixie facility exceeded overall capacity only 9.0% of nights, at least some boys were double bunked a considerably higher percentage of the time.

It should be noted that youths awaiting adjudication who do not pose an immediate risk to themselves or others may be placed on home detention as an alternative to locked detention (see "Organizational Structure," page 14). Home detention provides close supervision and effectively protects the community and controls the youth without the negative consequences of removal from home. These programs are operated by the Office of Rural Programs in rural areas and the Office of Early Intervention Services along the Wasatch Front.



Entrance to the Slate Canyon Youth Center.



Counselor and youth at Slate Canyon Youth Center.

Use of Locked Detention Centers During FY 2008.

Facility	Capacity	Youths Served ¹	Admits ²	Nightly Bed Count	Nights Over Capacity ³	Length of Stay ⁴
OFFICE OF CORRECTIONAL FACILITIES						
FARMINGTON BAY YOUTH CENTER	24	645	873	24.3	44.0%	10.2
WEBER VALLEY DETENTION CENTER	34	751	1,700	34.8	45.6%	7.5
SALT LAKE VALLEY DETENTION	160	2,347	4,204	109.2	0.0%	9.5
SLATE CANYON YOUTH CENTER	38	939	1,461	41.3	63.4%	10.4
OFFICE OF RURAL PROGRAMS						
CACHE VALLEY YOUTH CENTER	16	499	1,083	18.7	66.9%	6.3
CANYONLANDS YOUTH CENTER	16	136	219	4.8	0.0%	8.0
SOUTHWEST UTAH YOUTH CENTER	10	182	314	8.0	24.9%	9.4
DIXIE AREA DETENTION CENTER	32	359	863	22.8	9.0%	9.7
CASTLE COUNTRY YOUTH CENTER	16	284	467	12.4	16.9%	9.7
CENTRAL UTAH YOUTH CENTER	16	194	335	6.0	0.0%	6.6
SPLIT MOUNTAIN YOUTH CENTER	16	192	296	10.2	8.5%	12.6
TOTAL	378	5,970	11,815	292.5	-	9.1

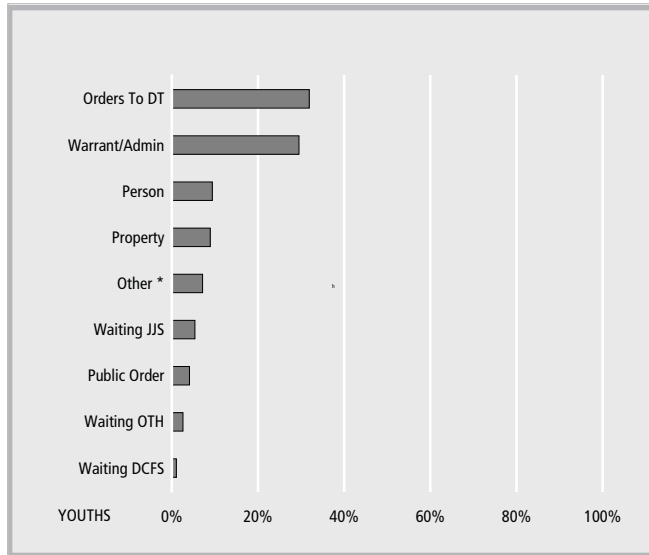
¹ "Youths Served" is an unduplicated count per facility. "Total" of "Youths Served" is an unduplicated count for the entire system.

² Changes in a youth's status during a single episode in detention are counted as separate admissions. For example, a youth placed in detention for a delinquent offense who attends court and is then ordered to a 10-day commitment to detention would accumulate two admissions based on a change of status while in detention.

³ "Nights Over Capacity" is based on the numbers of youths in residence at 12:00 AM (midnight) each night in a specified facility.

⁴ "Length of Stay" estimated using Stock / Flow Ratio: $\frac{([Nightly\ Bed\ Count]/[Admits]) * ([Days\ per\ Fiscal\ Year])}{[Admits]}$; Butts, J. & Adams, W. Anticipating space needs in juvenile detention and correctional facilities. *OJJDP Juvenile Justice Bulletin*, March 2001, Washington, DC: Office of Juvenile Justice and Delinquency Prevention, US Department of Justice.

ADMITTING OFFENSES TO LOCKED DETENTION

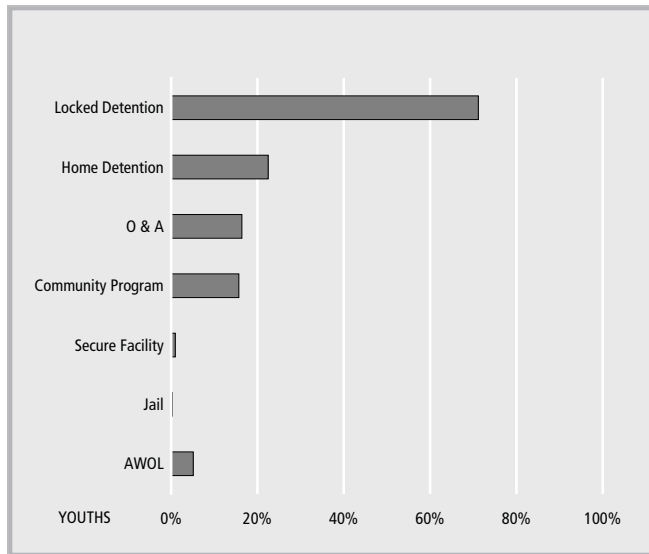


During FY 2008, a majority of admissions to locked detention, 61.4%, were for orders to detention (Orders to DT), and warrants or administrative holds (Warrant/Admin). 22.4% of admissions were for delinquent offenses: against other people (Person), involving property (Property), and violations of public order (Public Order).

9.0% of admissions were for youths waiting for a Juvenile Justice Services' placement (Waiting JJS), a Division of Child and Family Services' placement (Waiting DCFS), or some other agency's placement (Waiting OTH).

* Other offenses included status offenses, infractions, motor vehicle offenses, and admissions not identified with an admitting offense.

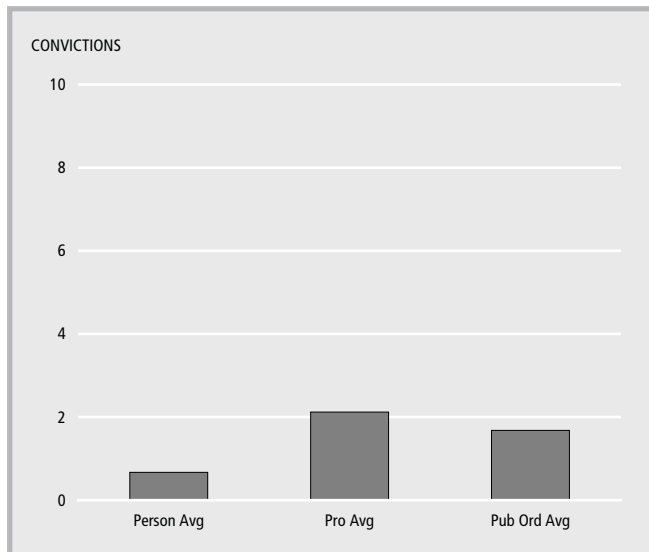
PLACEMENT HISTORY



The majority of youths admitted to locked detention during FY 2008 had previously been admitted to locked detention (71.2%); 15.7% had previously been placed in an out-of-home, community residential program; and about 22.5% had been in a home detention placement.

Though not shown on the chart, a majority of these youths also had received services from other juvenile justice agencies: over 46% had been on probation, over 19% had been in the custody or under supervision of the Division of Child and Family Services, and over 55% previously had one or both of these types of care.

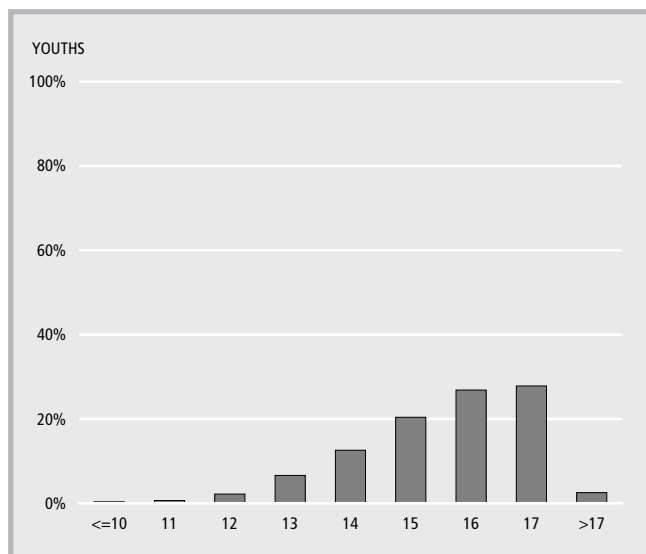
DELINQUENCY HISTORY



The large majority of youths admitted to locked detention (89.7%) had previously received at least one conviction for a felony- or misdemeanor-type offense. The average youth was admitted with 4.5 convictions. The great majority of these offenses (85.0%) were felony- and misdemeanor-type offenses against property or public order. Felony- and misdemeanor-type offenses against people represented only about 15% of offenses.

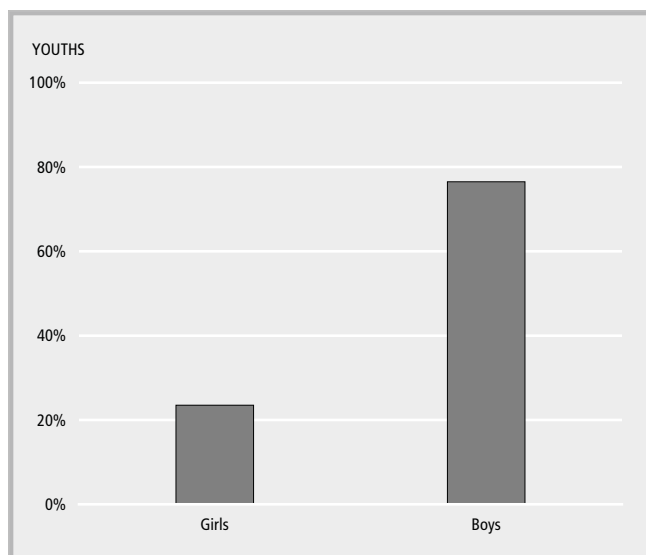
AGES

Youths admitted to locked detention during FY 2008 ranged in age from under 10 to over 17 years old. Average age was 16.1, about the same as the average age in FY 2007. Of all youths admitted, 88% were between 14 and 17 years old, about the same percentage as that found in FY 2007.



GENDER

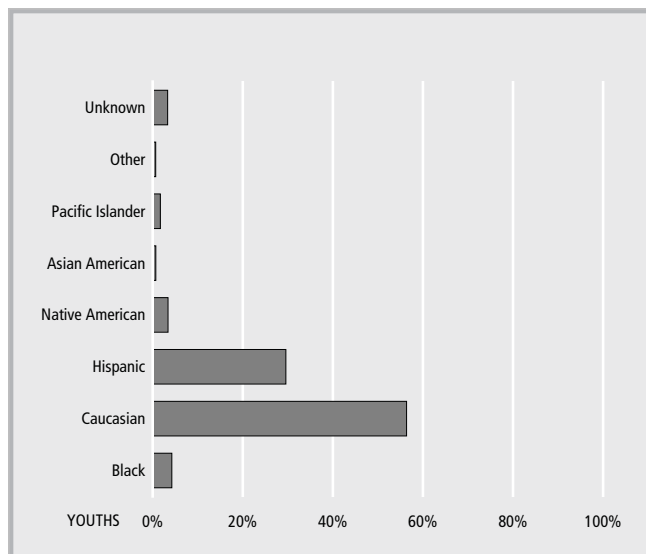
Girls represented about 24% of all youths admitted to locked detention during FY 2008, or nearly one in every four admissions. This compares to 26% in FY 2007 and 28% in FY 2006.



ETHNICITY

Continuing a trend of many years, minorities were overrepresented in locked detention. Collectively, they accounted for nearly 44% of all admissions, though they represent about 17% of Utah's youth population.

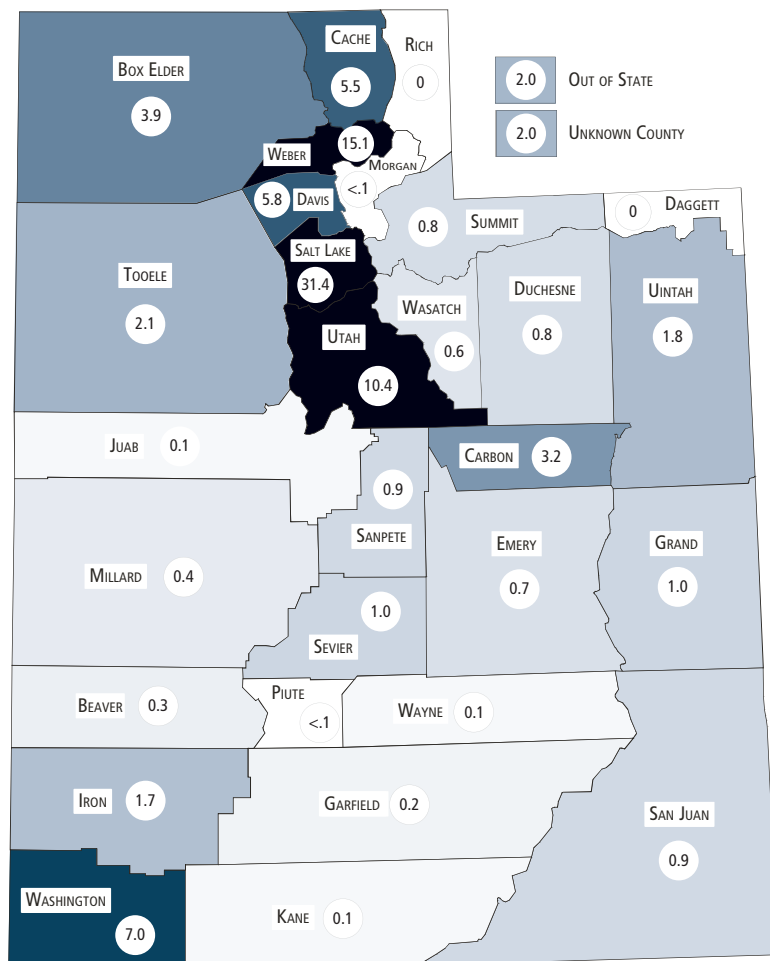
All minority groups except Asian Americans were overrepresented. Overrepresentation was most extreme for Black youths, who were represented about 3.6 times more frequently than would be expected from their proportion in the population at large; Hispanics were represented 2.6 times more frequently.



Admissions by County

Statewide, there were 11,815 admissions to Utah's locked detention programs during FY 2008. Shading and numbers in the map at top right represent the percentages of these admissions involving youths from Utah's 29 counties. For example, 2.1% of admissions involved youths from Tooele County.

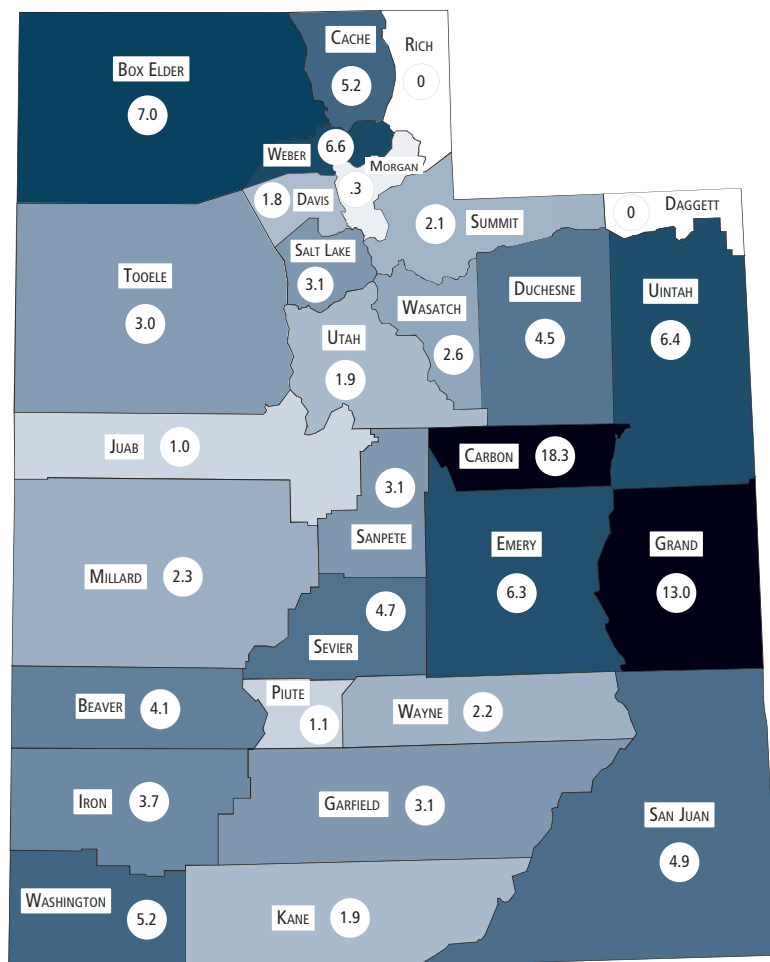
- Salt Lake County, the State's most populous county, had the largest total, accounting for 31.4% all admissions. At the other extreme, no youths were admitted to detention from Daggett County or Rich County.
- Rural counties served by the Office of Rural Programs contributed over 30% of all admissions. These counties are home to just over 20% of Utah's 10 to 17 year olds.
- Urban counties (Salt Lake, Davis, Weber, and Utah) accounted for over 62.7% of all detention admissions. These counties are home to over 75% of the State's 10 to 17 year olds.
- 2.0% of admissions were out-of-state youths.



Admission Rates by County

The map at bottom right represents the rates of admission to locked detention for each of Utah's 29 counties. Shading and numbers represent numbers of admissions for each 100 youths aged 10 to 17. For example, there were 5.2 admissions for every 100 10 to 17 year old youths in Cache County.

- Statewide, there were 3.4 admissions to locked detention for each 100 youths.
- Rates of detention admission were highest in Carbon (18.3) and Grand (13.0) Counties.
- Salt Lake County, the State's most populous county, had an admission rate of 3.1 per 100 youths at risk.
- Rural counties had a rate of 5.3 admissions per 100 youths; urban counties (Salt Lake, Davis, Weber, and Utah) had a rate of 3.0 admissions per 100 youths. Overall, youths living in counties with detention centers were less likely to be admitted to a facility than were youths from counties that did not have a detention center.



Multiuse Facilities

The Division's multiuse facilities are designed to provide a variety of residential and nonresidential services for youths in rural communities. The facilities provide the core secure and non secure services of the Office of Rural Programs and have become integral parts of local juvenile justice efforts.

During FY 2008, multiuse facilities operated in six rural communities: (1) Split Mountain Youth Center, in Vernal; (2) Central Utah Youth Center, in Richfield; (3) Canyonlands Youth Center, in Blanding; (4) Cache Valley Youth Center, in Logan; (5) Castle Country Youth Center, in Price; and (6) the Washington County Youth Crisis center in St. George. Though the locked detention function of the Washington County center was moved to a separate facility in the area, the Dixie Area Detention Center, the Washington County facility continues to provide shelter, receiving center, and other non secure services.

Collectively, the multiuse facilities provide 122 beds of locked detention (including 32 detention beds at the Dixie Area Detention) and 70 non secure beds. Non secure beds may be used for a variety of residential programs including observation and assessment, shelter, and youth services. Centers also have programming space for educational activities, receiving center functions, work programs, and youth services.

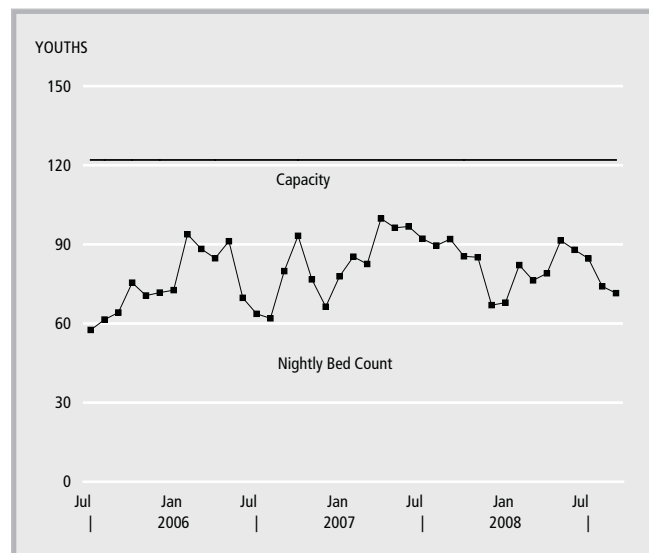
Overall use of locked detention beds from July of FY 2006 through September of FY 2009 is presented in the chart at bottom left. During FY 2008, detention average nightly bed count did not exceed overall capac-



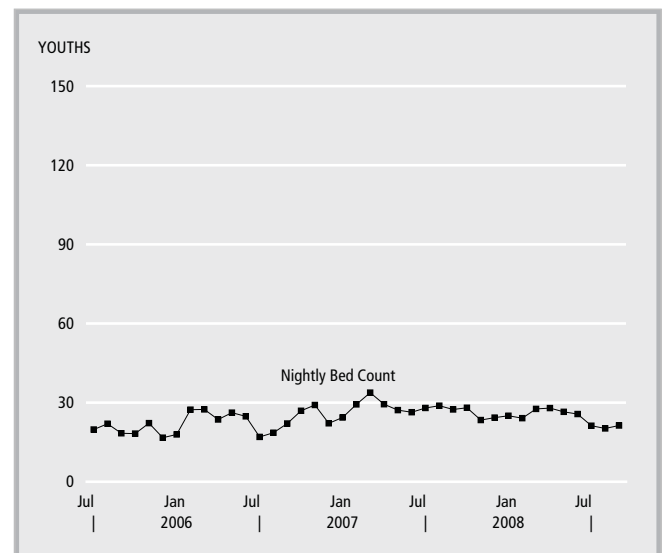
Entrance to Cache Valley Youth Center.

ity. However, as described previously (see "Detention," page 34), some programs did experience overcrowding. The extreme was the Cache Valley Youth Center which exceeded capacity on over 67% of all nights. Overall use of non secure beds during the same period is presented in the chart at bottom right. During FY 2008, there was an average of 26.4 youths in residence each night. This total includes an average of 7.0 youths per night in shelter programs at five different facilities, and an average of 15.7 youths each night in observation and assessment programs at three different centers.

LOCKED DETENTION USE



NONSECURE BED USE



Case Management

The Juvenile Court assigns the most serious and chronic juvenile offenders to the custody of the Division for extended care. These youths often have continued to offend while in less structured programs, such as probation, or pose a serious risk to themselves or the community. Each youth committed to the Division for community placement, observation and assessment, or secure care is assigned to an individual case manager. Case management is administered through the Division's Office of Community Programs and Office of Rural Programs.

QUICK FACTS CASE MANAGEMENT

NUMBER OF WORKERS	70
SERVICE AREA.....	STATEWIDE
NEW COMMITMENTS	
OBSERVATION & ASSESSMENT.....	618
COMMUNITY PLACEMENT	562
SECURE CARE	189
DIFFERENT YOUTHS SERVED	2,159
AVERAGE DAILY POPULATION	1,109
DAILY COST PER YOUTH.....	\$14.27

Case managers begin their work by evaluating the youth's needs for services based on (1) the youth's personal history, (2) information from other workers, (3) the risk assessment process and other assessments, and (4) directions and orders from the Juvenile Court. Findings are interpreted within the framework of the Division's Mission Statement and the BARJ Model (see "Mission, Vision, and Values," page 12) to develop the youth's Needs Assessment Service Plan. The plan documents (1) the youth's strengths and weaknesses, (2) identifies appropriate services, and (3) sets goals for completion.

Case managers arrange and monitor delivery of residential and nonresidential services and document the youth's progress in meeting goals of the service plan. They also coordinate with staff in residential programs and facilities to support youths when they return home



Case manager and youth.

upon completion of the program. Periodically, case managers meet with the Juvenile Court to review the progress individual youths have made in meeting the objectives of their service plan and to make recommendations for future interventions.

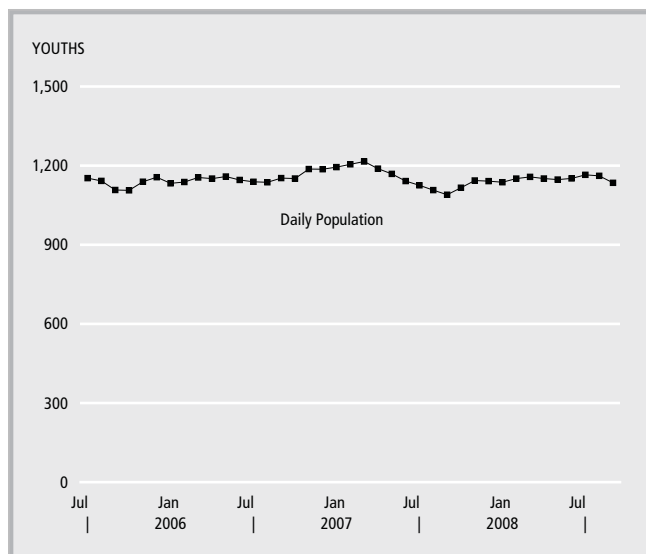
Case managers also have responsibility for maintaining the documentation required for the Division to collect revenues from Title IV-E Federal entitlement programs. As one tangible measure of this effort, during FY 2008 case managers and support staff generated over \$590,000 in Federal revenues for an average of over \$8,400 for each full-time case manager.

A key resource for case managers is the Protective and Risk Assessment, Utah's standardized risk assessment tool developed in collaboration with Juvenile Court Probation (see "Protective and Risk Assessment Project," page 67). The assessment is used to identify protective and risk factors known to be associated with future delinquency and other problems. Reassessments are used to document progress and continuing issues. Risk assessment information is managed by the CARE information system (see "Court & Agencies' Record Exchange (CARE)," page 68) and is immediately available to other workers associated with a youth. The CARE system also includes data-collection and reporting tools that facilitate development of the youth's service plan and documentation of progress.

An average of 1,109 custody youths were in placement each day during FY 2008.

The average daily population was about the same as the number for FY 2006 and just below the average of 1,172 for FY 2007.

AVERAGE DAILY POPULATION



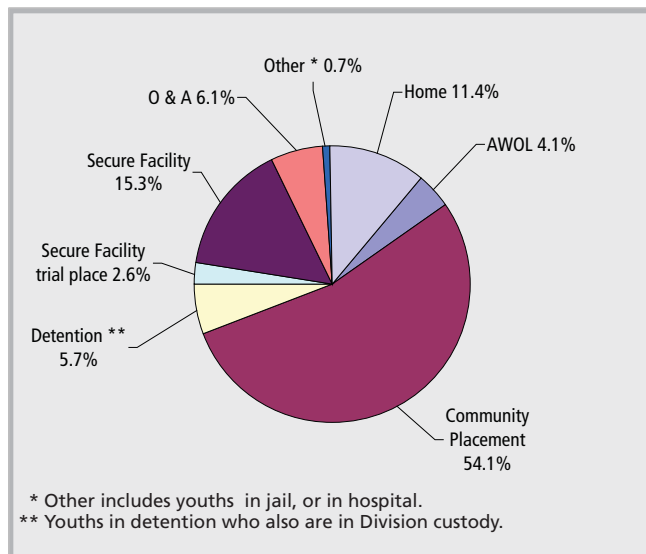
Case manager and youth at the entrance to the ICAP facility in Salt Lake.

On a typical day, during FY 2008, the majority of youths in Division custody (74%) are cared for in community placements, home placements, observation and assessment (O&A) programs, or trial placements.

About 21% of the youths are in locked secure facilities or locked detention.

During FY 2008, the Division's 70 case managers coordinated and provided services to an average of about 16.5 youths each day.

TYPICAL PLACEMENTS



Observation and Assessment

Observation and assessment (O&A) is a 45-day residential program that provides comprehensive evaluation, treatment planning, and recommendations. Youths receive extensive psychological, behavioral, social, educational, and physical assessments to identify their needs for services. Evaluation results are interpreted within the framework of the Division's Mission Statement and the principles of the BARJ Model (see "Mission, Vision, and Values," page 12). Findings of the process form the basis for recommendations made to the Juvenile Court and case management.

QUICK FACTS

OBSERVATION AND ASSESSMENT

NUMBER OF PROGRAMS

O&A FACILITIES.....5

MULTIUSE FACILITIES.....3

O&A BEDS85
(PLUS A VARIABLE NUMBER OF MULTIUSE BEDS)

ADMISSIONS618

DIFFERENT YOUTHS SERVED671

AVERAGE NIGHTLY BED COUNT72.6

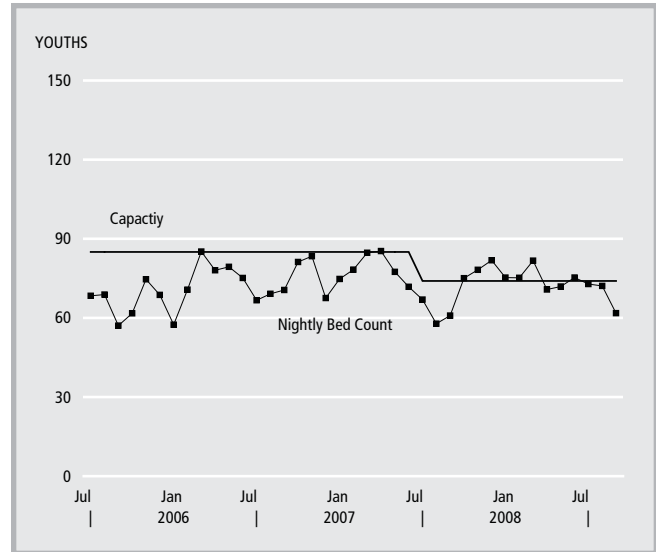
AVERAGE LENGTH OF STAY43.0 DAYS

DAILY COST PER YOUTH.....\$258.46

Educational services are provided on site through Youth in Custody programs (YIC; see "Youth In Custody Educational Programs," page 71). YIC teachers, provided by local school districts, hold classes each weekday for all youths. Work finished in O&A classrooms may be credited to a youth's regular academic record so that progress toward graduation can continue even while the youth is in custody.

O&A centers also have developed opportunities for youths to meet their court-ordered obligations to perform community service and make restitution to victims. Work projects have included painting houses and shoveling snow for the elderly, cleaning sections of highway, helping with mailings for various community agencies,

AVERAGE NIGHTLY BED COUNT



and making toys for underprivileged children. Projects such as these represent opportunities for the youth to learn good work habits, find satisfaction in positive social activities, and acknowledge their responsibility for the damage they have done.

During FY 2008, the Office of Community Programs provided O&A services through four programs along the Wasatch Front. An additional O&A program, the Farmington Bay Youth Center O&A in Farmington, was operated under contract with a private provider. Administratively, the Farmington facility operates under the Office of Correctional Facilities because it is collocated with the Farmington Bay locked detention program. O&A services also were provided by the Office of Rural Programs through its multiuse facilities in Logan, Vernal, and Richfield. This arrangement has helped the Division provide additional O&A services while keeping youths close to their families, schools, and other community members who must play critical roles in the youth's rehabilitation and future success.

The chart at top right represents Statewide average nightly bed count of observation and assessment for each month from July 2005 (FY 2006) through September 2008 (FY 2009). Nightly bed count varied over the period from a yearly average of 70 per night in FY 2006 to 76 in FY 2007 and 73 in FY 2008. Average length of stay per admission was 41 days in FY 2006 and FY 2007 and 43 days in FY 2008.



Entrance to Ogden O&A.



Outdoor activity involving youths from Springville O&A.

Use of Observation and Assessment Centers During FY 2008.

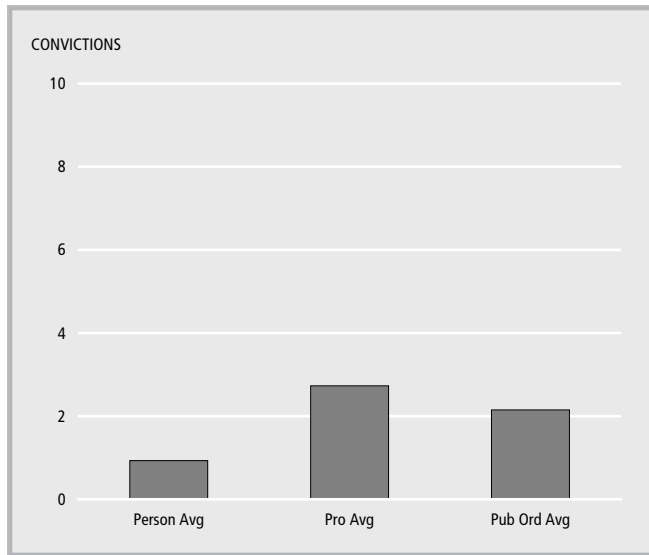
Facility	Capacity	Youths Served ¹	Admits	Nightly Bed Count	Nights Over Capacity ²	Length of Stay ³
OFFICE OF CORRECTIONAL FACILITIES						
FARMINGTON BAY YOUTH CENTER - O&A	18	152	135	16.1	0.0%	43.7
OFFICE OF COMMUNITY PROGRAMS						
OGDEN O&A	16	101	93	10.7	3.0%	42.2
SALT LAKE O&A	16	123	115	13.4	0.0%	42.6
SALT LAKE GIRLS O&A	8	58	53	5.9	0.0%	41.1
SPRINGVILLE O&A	16	93	87	10.7	0.0%	44.8
OFFICE OF RURAL PROGRAMS						
CACHE VALLEY YOUTH CENTER		49	47	5.1	-	39.7
CENTRAL UTAH YOUTH CENTER		53	50	5.9	-	43.5
SPLIT MOUNTAIN YOUTH CENTER		44	38	4.7	-	45.2
TOTAL	74	671	618	72.6	-	43.0

¹ "Youths Served" is an unduplicated count per facility. "Total" of "Youths Served" is an unduplicated count for the entire system.

² "Nights Over Capacity" is based on the actual numbers of beds available each night.

³ "Length of Stay" estimated using Stock / Flow Ratio: $\left(\frac{\text{Nightly Bed Count}}{\text{Admits}}\right) \times \left(\frac{\text{Days per Fiscal Year}}{\text{Admits}}\right)$; Butts, J. & Adams, W. Anticipating space needs in juvenile detention and correctional facilities. *OJJDP Juvenile Justice Bulletin*, March 2001, Washington, DC: Office of Juvenile Justice and Delinquency Prevention, US Department of Justice.

DELINQUENCY HISTORY



Overall, youths admitted to observation and assessment had an average of 5.8 felony- and misdemeanor-type convictions, just over the 5.6 in FY 2007.

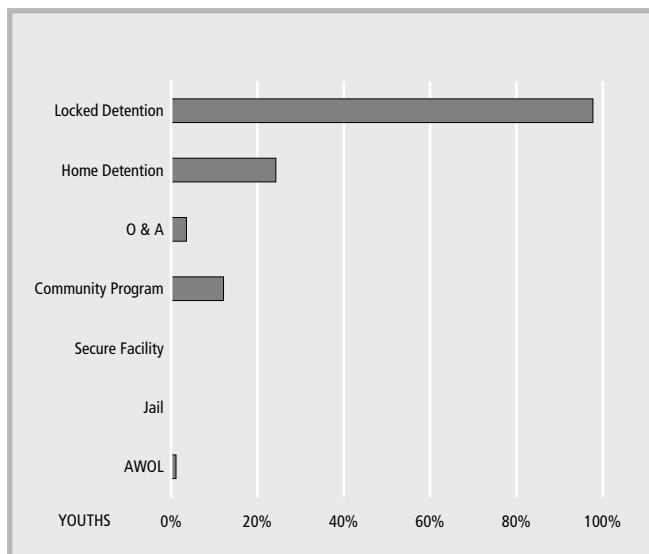
The great majority of offenses (86%) were misdemeanor- and felony-type offenses against property or public order. Conversely, misdemeanor- and felony-type offenses against people represented only about 14% of the offenses in the youths' histories.

Though not shown on the chart, youths admitted to O&A were first found delinquent at an average age of 13.4; 70% of them were between 10 and 14 years old at their first delinquency.



Youths preparing for a Springville O&A work project.

PLACEMENT HISTORY

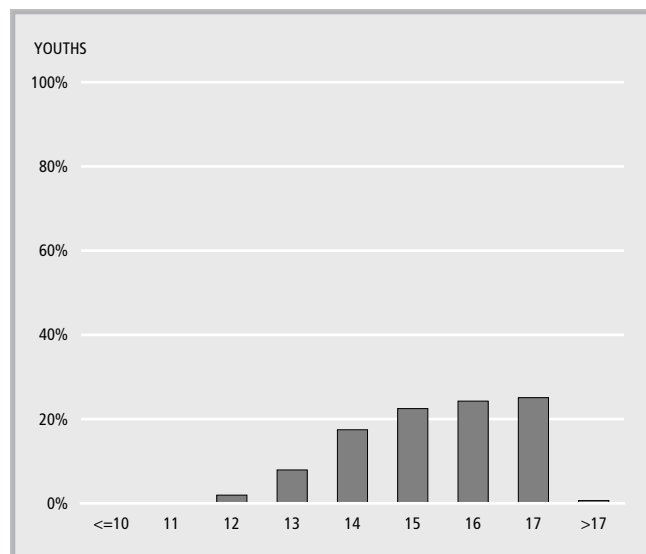


Nearly all youths admitted to O&A during FY 2008 had previously been admitted to locked detention; 12% had previously been placed in an out-of-home, community residential program; and about 24% had been under home detention.

Though not shown on the chart, a majority of these youths also had received services from other juvenile justice agencies: nearly 48% had been on probation, over 19% had been in the custody or under supervision of the Division of Child and Family Services, and over 57% previously had one or both of these types of care.

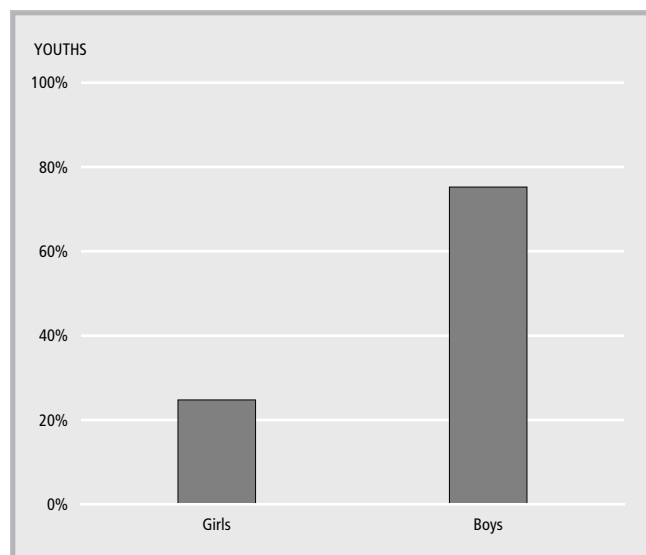
AGES

Youths admitted to O&A ranged from 12 to 18 years old and averaged 15.9, about the same as in FY 2008. 72% were between the ages of 15 and 17.



GENDER

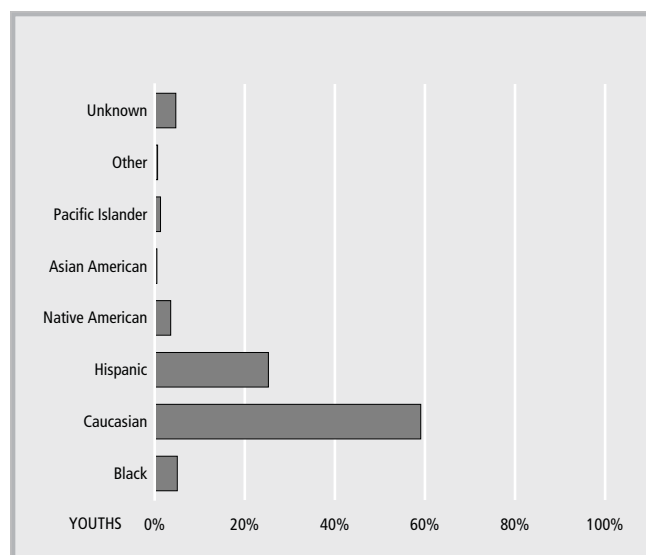
The percentage of girls admitted to O&A was nearly 25% during FY 2008. This compares to 27% in FY 2007 and 32% in FY 2006.



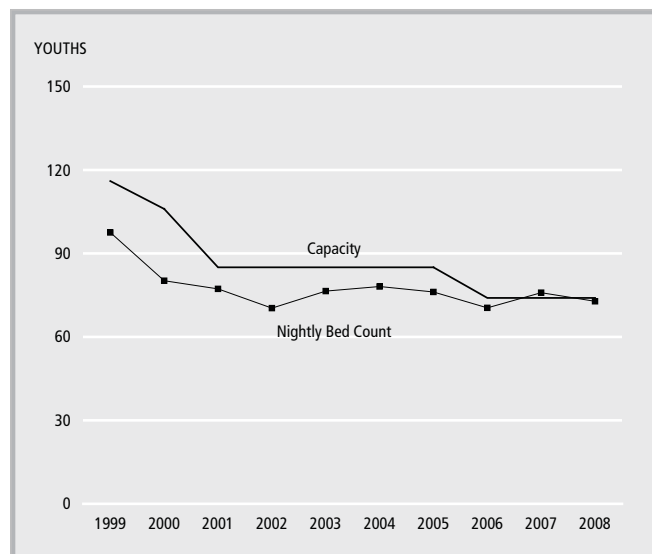
ETHNICITY

As is true for community programs and locked detention, minorities were overrepresented in O&A. Collectively, they accounted for nearly 41% of all admissions, though they only represent about 17% of Utah's youths. Minority youths accounted for about 38% of all admissions in FY 2007.

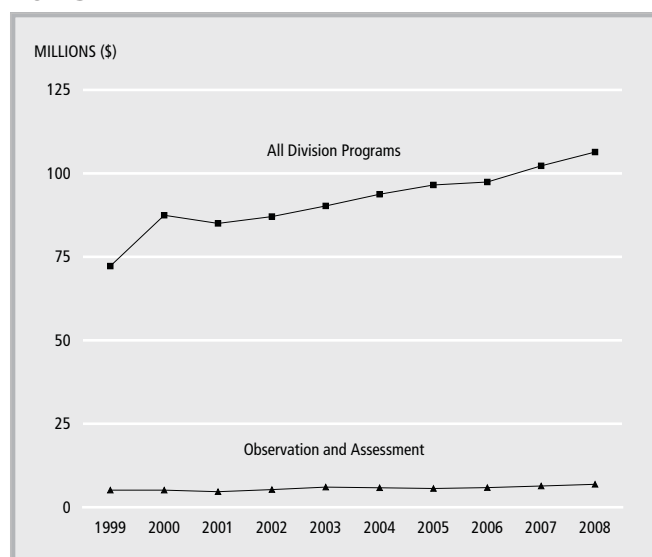
Blacks were placed 4.3 times as often as would be expected based on their proportion in the population at large; Native Americans were placed 2.2 times as often; Hispanics were placed 2.3 times as often.



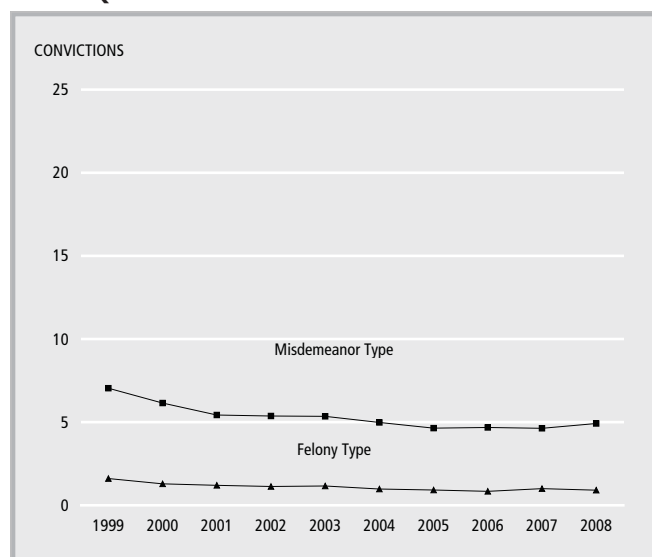
AVERAGE NIGHTLY BED COUNT



BUDGET



DELINQUENCY HISTORY



10-Year Trends

Observation and assessment (O&A) programs underwent a number of changes in the 10-year period from FY 1999 to FY 2008.

Demographics

- **Nightly Bed Count.** The average number of youths in O&A each night was highest during FY 1999. Numbers fell to levels between 72 and 80 in each of the remaining years of the period (see chart at top left). The drop can be attributed to the 45-day cap placed on length of stay.
- **Youths served.** Overall, the numbers of youths served by O&A averaged about 650 per year ranging between 608 and 676.
- **Age.** The average age of youths admitted to O&A programs was stable and averaged about 15.8 years across the 10-year period.
- **Gender.** Girls represented an increasingly large percentage of youths admitted to O&A programs. Their percentage grew from about 18% of total admissions in FY 1999 to about 25% in each of the last 5 years of the period.
- **Ethnic youths.** The proportion of ethnic youths admitted to O&A rose slightly across the period, from an average of about 29% in FY 1999 to over 41% in FY 2008.

Budget

- **Expenditures.** During FY 2008, the budget for O&A represented about 6.5% of the Division's overall expenditures. The budget for O&A increased by about 34% between FY 1999 (\$5,123,000) and FY 2008 (\$6,865,000.00; see chart at center left). Over the same period, the Division's overall budget grew about 48%.

Delinquency

- **Overall offenses.** Average numbers of felony- and misdemeanor-type offenses at admission declined by nearly 33% between FY 1999 and FY 2008 (see chart at bottom left).
- **Violent offenses.** The percentage of youths admitted with one or more life-endangering felonies declined by about 33%, from 21% in FY 1999 to 14% in FY 2008.

Community Programs

Community programs are the direct service providers for youths committed to the Division's custody. They provide evidence based interventions to specific populations of youths as directed by case managers. Services include both residential and nonresidential programs.

Community programs typically are provided to three different groups of youths: (1) youths committed to the Division for community placement and under the continuing review of the Juvenile Court, (2) youths who have been paroled from secure facilities and are transitioning back to the community under the continuing oversight of the Youth Parole Authority, and (3) youths on state supervision who require temporary out-of-home placement.

QUICK FACTS COMMUNITY PROGRAMS

SERVICE AREA..... STATEWIDE

NUMBER OF PROVIDERS

NONRESIDENTIAL SERVICES49
RESIDENTIAL SERVICES43

TOTAL CAPACITY.....OPEN ENDED

RANGE OF COSTS

NONRESIDENTIAL SERVICES \$13-\$133/HR
RESIDENTIAL SERVICES\$64-\$257/DAY

NEW COMMITMENTS

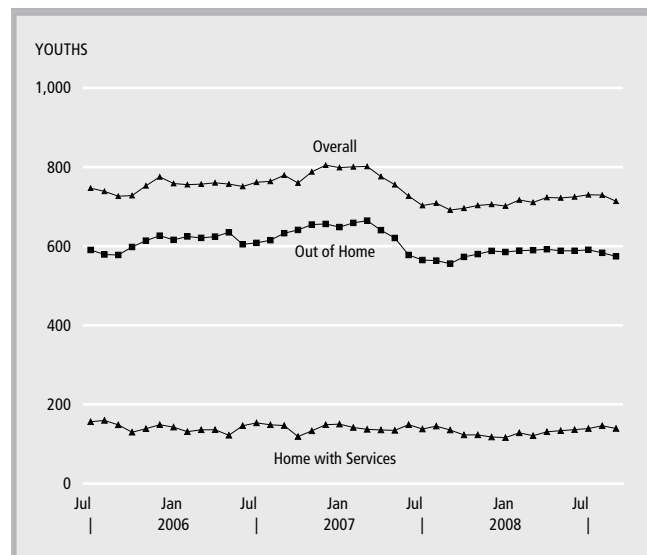
STATE SUPERVISION322
COMMUNITY PLACEMENT562
PAROLE.....141

DIFFERENT YOUTHS SERVED 1,759

AVERAGE NIGHTLY COUNT711

A large majority of residential services are delivered by Utah private providers. However, some youths are sent to private, residential programs (Boarding Schools) outside Utah which specialize in seriously delinquent youths. In addition, the Division operates two community residential programs for youths in Division custody: Project Paramount, in Ogden and ICAP, in Salt Lake City. Both Project Paramount and ICAP provide transi-

AVERAGE NIGHTLY COUNT



tional services and supervision for youths leaving secure care or other highly structured residential programs. Residential services provided through private provider contracts vary according to level of supervision and program focus. Programs include (1) proctor care, where an individual youth is placed with a single adult or family; (2) specialized treatment, in a group home setting, for sex offenders, youths with mental issues, youths with developmental issues, or youths with alcohol and drug problems; and (3) boarding schools that specialize in care for seriously delinquent youths.

The placement types identified in the chart at the bottom of the following page depict five types of frequently used residential programs. Placements are described according to the level of structure and supervision they provide and the general types of youths they serve. Programs at all levels have the operational goal of moving youths to progressively less structured placements, as warranted by the youth's behavior, until safe return home can be assured.

Nonresidential services also are available through contracts with private providers. These services can be used to augment residential services and to provide transitional support for youths who have returned home. Nonresidential Services include psychiatric evaluation, individual and family counseling, group therapy, tracking, and vocational training.

The chart at top right represents the number of youths in Division custody for community placement or state supervision. The chart represents average nightly

counts of youths in “out-of-home” community placements and youths at “home with services” for each month from July of FY 2006 through September of FY 2008.

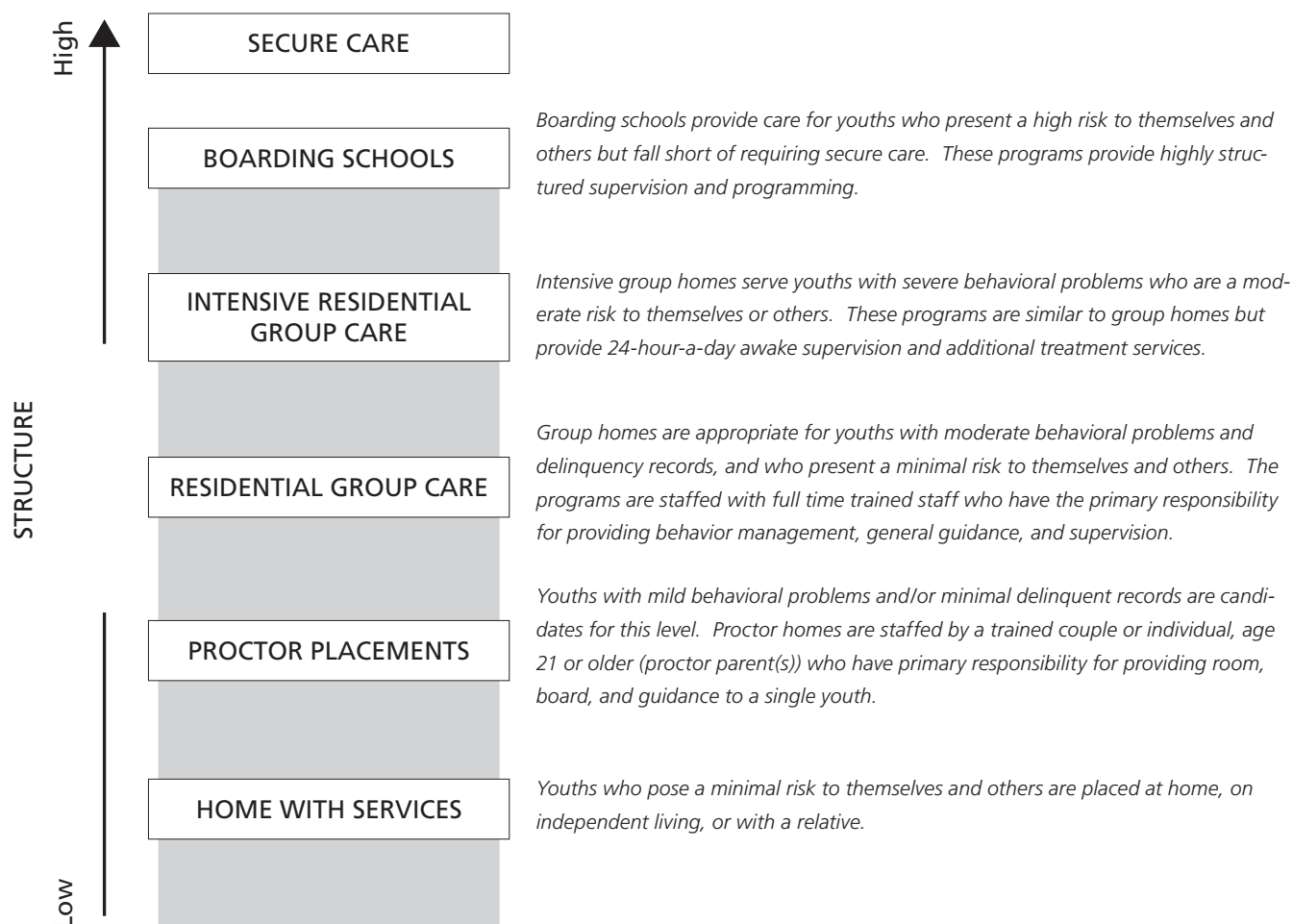
During the period, the average, nightly count of youths in out-of-home placements first grew from 609 in FY 2006 to 635 in FY 2007 before falling to 580 in FY 2008. The number of out-of-home placements included an average of 41 state supervision youths each day in FY 2006, 37 in FY 2007, and 40 in FY 2008.

The number of youths at home receiving nonresidential services each night averaged 141 in FY 2006 and FY 2007 then dropped to an average of 129 per day in FY 2008.



Group home.

CONTINUUM OF RESIDENTIAL CARE



Overall, youths admitted to community programs had an average of 8.7 felony- and misdemeanor-type convictions, slightly below the total of 9.0 in FY 2007.

The great majority of offenses (83%) were misdemeanor- and felony-type offenses against property or public order. In contrast, misdemeanor- and felony-type offenses against people represented only about 17% of the offenses in the youths' histories.

Though not shown on the chart, these youths were first found to be delinquent at an average age of 12.9; about 75% were between 10 and 14. In addition, about 29% of the youths had one or more convictions for life endangering felonies (serious offenses against people).

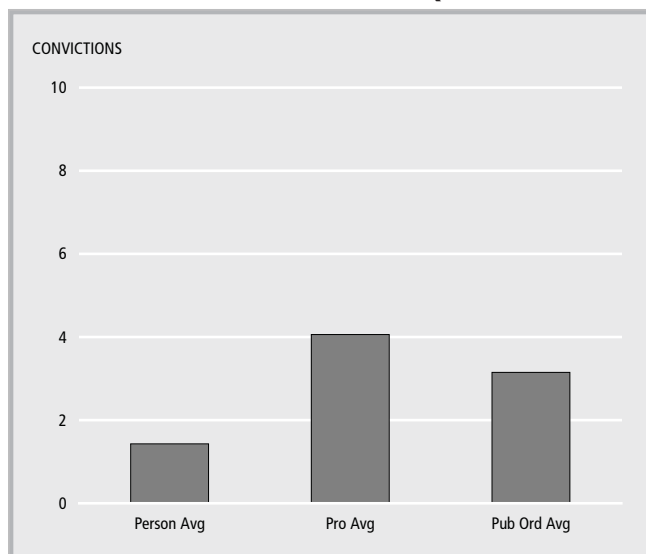


Education Center for ARTEC community program.

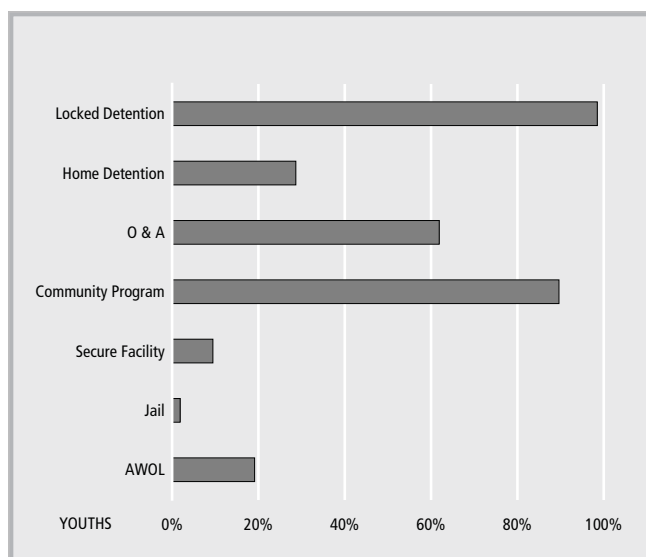
Youths placed in community programs had previously received a wide range of services: nearly all, 99%, had a history of placement in locked detention; 90% had previously been placed in an out-of-home community program; 62% had been placed in observation and assessment (O&A); and 9% had been in a secure facility.

Though not shown on the chart, most youths also had received services from other juvenile justice agencies: nearly 73% had been on probation, over 25% had been in the custody or supervision of the Division of Child and Family Services, and over 79% previously had one or both of these types of care.

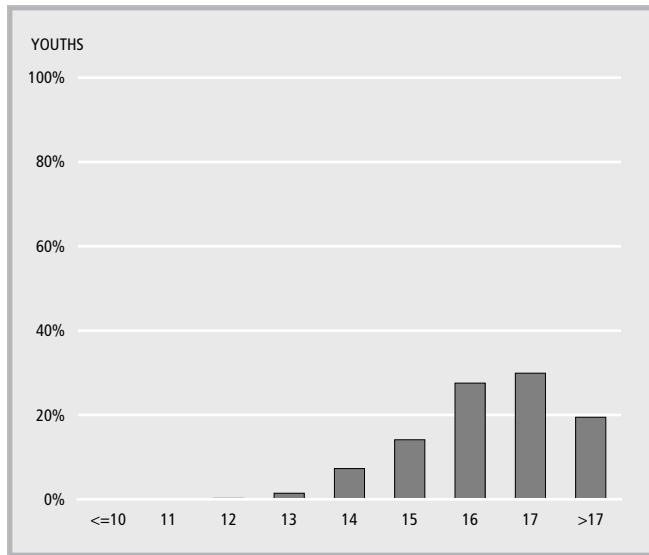
DELINQUENCY HISTORY



PLACEMENT HISTORY

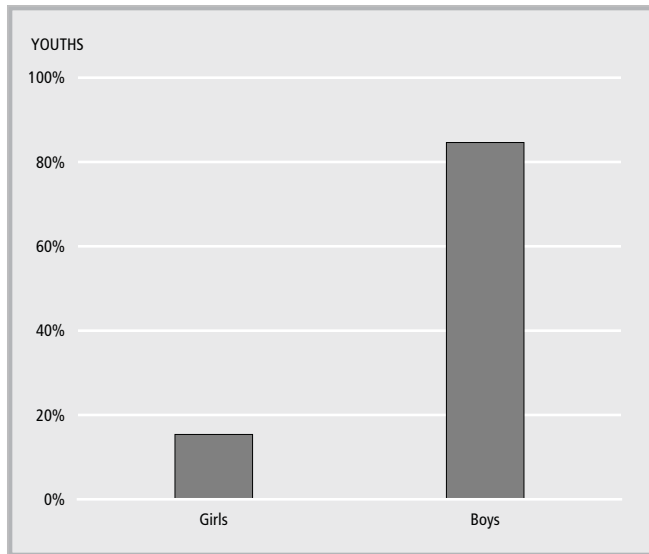


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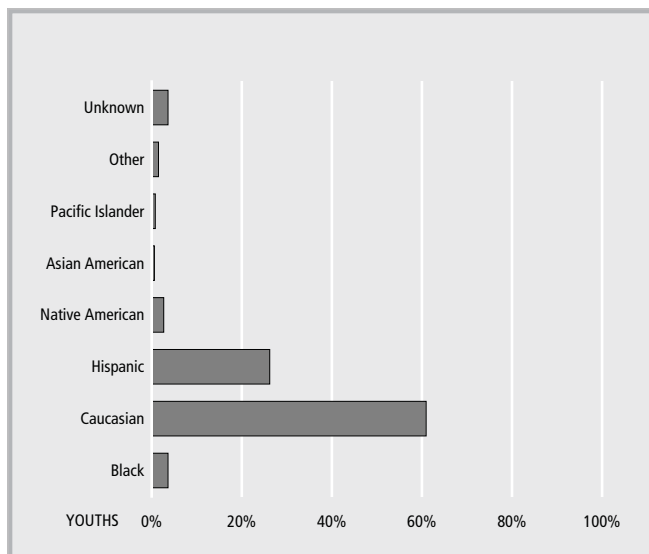
Youths admitted to community programs ranged from 12 to over 18 years old and averaged 16.8 years; nearly 72% were between 15 and 17 years old. These numbers are similar to those in FY 2007.

GENDER



Just over 15% of youths placed in community programs were girls, a drop from 18% in FY 2007.

ETHNICITY



Minorities were overrepresented in community programs. Collectively, they accounted for over 39% of all admissions, though they only represent about 17% of Utah's youths. The number in FY 2007 was about 40%.

Blacks were placed over 3.1 times as often as would be expected from their proportion in the population at large; Hispanics were represented more than 2.3 times as often as would be expected.

10-Year Trends

The 10-year period from FY 1999 to FY 2008 saw a variety of changes in community programs.

Demographics

- **Nightly Bed Count.** The average count of youths receiving community services each day rose sharply between FY 1999 and FY 2000 then trended downward through FY 2008 (see chart at top right). During this same 10-year period, Utah's population of 10-17 year olds rose by over 5%.
- **Age.** Average age of youths admitted to community programs grew slowly from 16.4 in FY 1999 to 16.7 in FY 2004. The number has been either 16.7 or 16.8 in each of the years after FY 2004.
- **Gender.** The proportion of girls admitted to community programs was 15% or 16% in the first 5 years of the 10-year period, before jumping to a 10-year high of 20% in FY 2005. Girls accounted for 18% of admissions in FY 2006, 19% in FY 2007 and 16% in FY 2008.
- **Ethnic youths.** The proportion of ethnic youths admitted to community programs grew from 30% in FY 1999 to 40% in FY 2006. The proportion of ethnic youths held at about 40% for both FY 2007 and FY 2008.

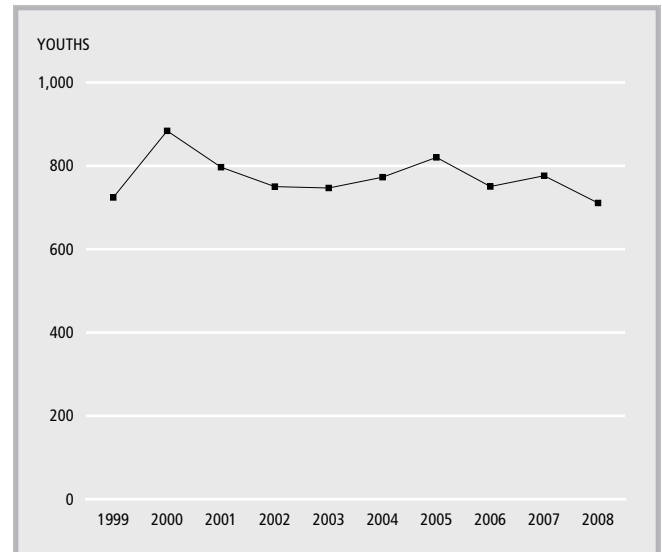
Budget

- **Expenditures.** During FY 2008, the cost of community programs represented about 30% of the Division's overall budget. Expenditures for community programs grew by over 49% between FY 1999 (\$21,553,000) and FY 2008 (\$32,177,000; see chart at center right). Though this is slightly above the growth of the Division's overall budget (47%), expenditures for community programs have remained stable over the last 5 years.

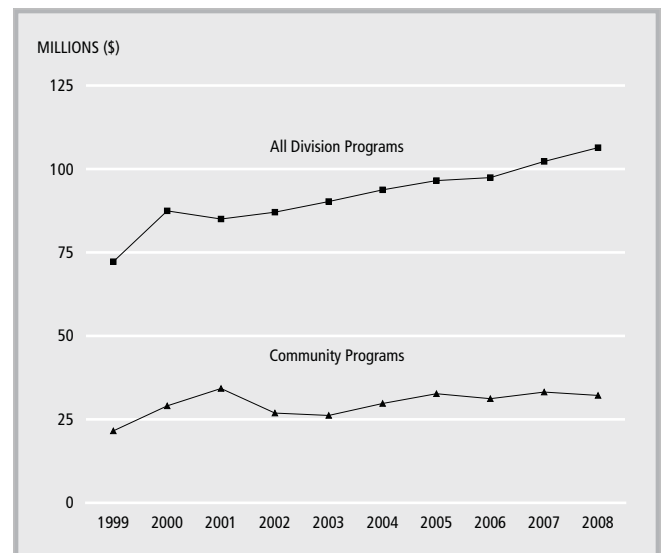
Delinquency History

- **Overall offenses.** Average numbers of felony- and misdemeanor-type offenses at admission declined from 11.4 in FY 1999 to 8.7 in FY 2008, a drop of nearly 25%. From the chart at bottom right, it may be seen that the majority of the change resulted from a steady reduction in the numbers of misdemeanor-type convictions.

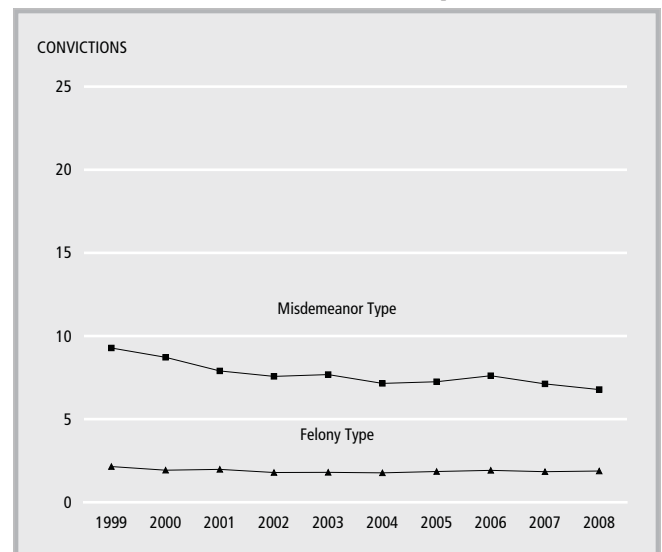
AVERAGE NIGHTLY BED COUNT



BUDGET



DELINQUENCY HISTORY



Secure Facilities

Secure care facilities provide long-term confinement of serious youth offenders for community protection and rehabilitation. Secure programs provide individualized services designed to meet the youth's criminogenic risk factors. The overall goal is to successfully reintegrate the youth into the community.

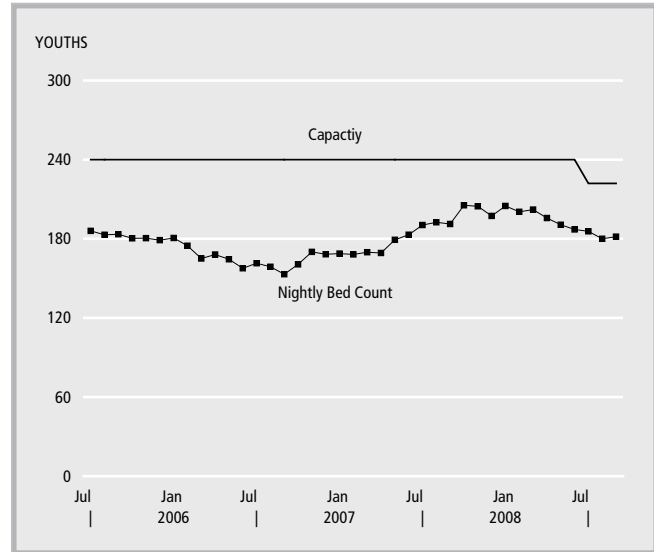
Secure care youths are committed to the Division for an indeterminate period by order of the Juvenile Court. After commitment, oversight of these youths passes to the Youth Parole Authority (see "Youth Parole Authority," page 57). The Authority (1) sets conditions of placement, (2) determines requirements for release, including guidelines for length of stay, (3) conducts regular progress reviews, and (4) has authority to terminate youths from Division custody.

QUICK FACTS SECURE FACILITIES

NUMBER OF PROGRAMS	6
BEDS.....	222
NEW COMMITMENTS	189
DIFFERENT YOUTHS SERVED	378
AVERAGE NIGHTLY BED COUNT	196.9
AVERAGE LENGTH OF STAY	9.0 MO
DAILY COST PER YOUTH.....	\$232.90

Secure facility workers provide secure, humane, and quality treatment. Youths are treated with respect and given the opportunity to turn their lives around. Programming is organized within the framework of the Division's Mission Statement and the principles of the BARJ Model (see "Mission, Vision, and Values," page 12). Youths are held accountable for their delinquency by confronting criminal thinking and antisocial behavior and by paying restitution to their victims. Competency development is addressed through counseling groups which focus on drug and alcohol problems, social skills development, and transition back to the community. Competency development also is addressed through educational and training opportunities. All youths in

AVERAGE NIGHTLY BED COUNT



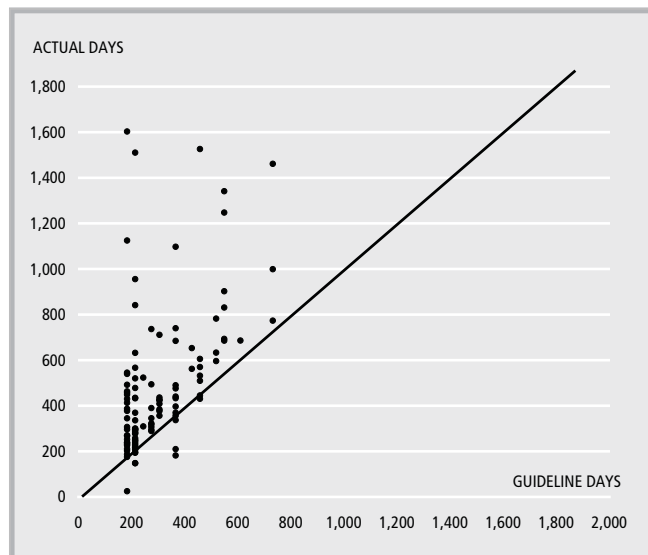
secure facilities are required either to attend school or to participate in a vocational program. Educational services are provided on site through Youth in Custody programs (YIC; see "Youth In Custody Educational Programs," page 71). YIC teachers are provided by local school districts and hold daily classes at each secure facility.

As identified in the table on the following page, six secure facilities operated during FY 2008. At the start of FY 2009, youths at the Farmington Bay Youth Center were moved to other facilities and the 18 secure-care beds at the center were reassigned for locked detention.

The chart at top right represents the Statewide nightly bed count in secure facilities between July of 2005 (FY 2006) through September of 2008 (FY 2009). The capacity line identifies the number of available secure beds during the same period. At the end of the period, there were 222 available beds. Average nightly count dropped during the first 15 months of the period before increasing in the next 14 and, finally dropping in the last 6 months. Nightly bed count averaged 175 in FY 2006, 168 in FY 2007, and 197 in FY 2008.

The chart at top left on the following page compares actual length of stay in secure confinement with the length of stay guideline established by the Youth Parole Authority for 99 youths paroled from secure care during FY 2005. "Actual Days" includes time in a secure placement (secure facility and/or locked detention), but excludes time in the community on trial placement. "Guideline Days" represents the guideline established by the Youth Parole Authority shortly after the youths

GUIDELINE VERSUS SECURE STAY



Entrance to the Wasatch Youth Center.

were committed to secure care. Guidelines are expected lengths of stay based on a youth's delinquency history and the offenses that directly led to the commitment.

Markers above the diagonal line identify actual lengths of stay that were longer the guideline. As may be seen, the great majority of youths stayed longer than guidelines.

Use of Secure Care Facilities During FY 2008.

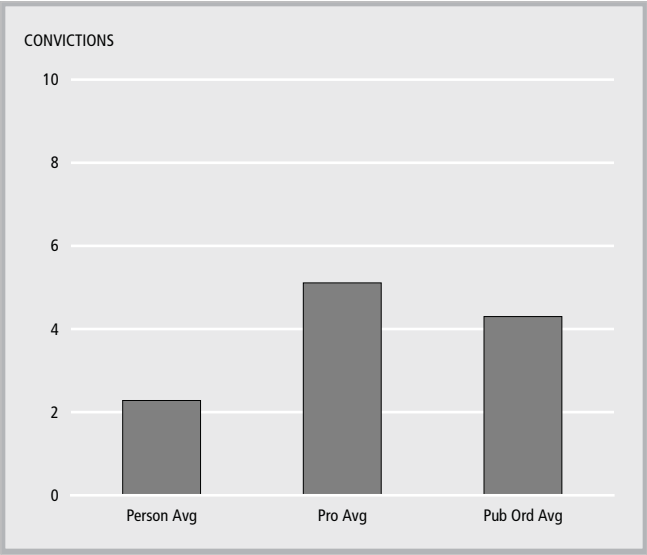
Facility	Capacity	Youths Served ¹	Admits	Nightly Bed Count	Nights Over Capacity	Length of Stay ²
OFFICE OF CORRECTIONAL FACILITIES						
FARMINGTON BAY YOUTH CENTER ³	18	23	10	12.6	0.0%	461.4
MILL CREEK YOUTH CENTER	94	149	87	80.0	0.0%	336.5
WASATCH YOUTH CENTER	46	76	48	36.4	0.0%	277.6
DECKER LAKE YOUTH CENTER	40	87	60	36.7	1.4%	224.0
SLATE CANYON YOUTH CENTER	32	51	53	21.5	0.0%	148.6
OFFICE OF RURAL PROGRAMS						
SOUTHWEST UTAH YOUTH CENTER	10	17	8	9.6	0.0%	444.0
TOTAL	240	378	266	196.9	-	270.9

¹ "Youths Served" is an unduplicated count per facility. "Total" of "Youths Served" is an unduplicated count for the entire system.

² "Length of Stay" estimated using Stock / Flow Ratio: $\frac{([Nightly\ Bed\ Count] / [Admits]) * ([Days\ per\ Fiscal\ Year])}{[Admits]}$; Butts, J. & Adams, W. Anticipating space needs in juvenile detention and correctional facilities. *OJJDP Juvenile Justice Bulletin*, March 2001, Washington, DC: Office of Juvenile Justice and Delinquency Prevention, US Department of Justice.

³ Secure Care beds at the Farmington Bay Youth Center were converted to beds for locked detention at the start of FY 2009 (7/1/2008).

DELINQUENCY HISTORY



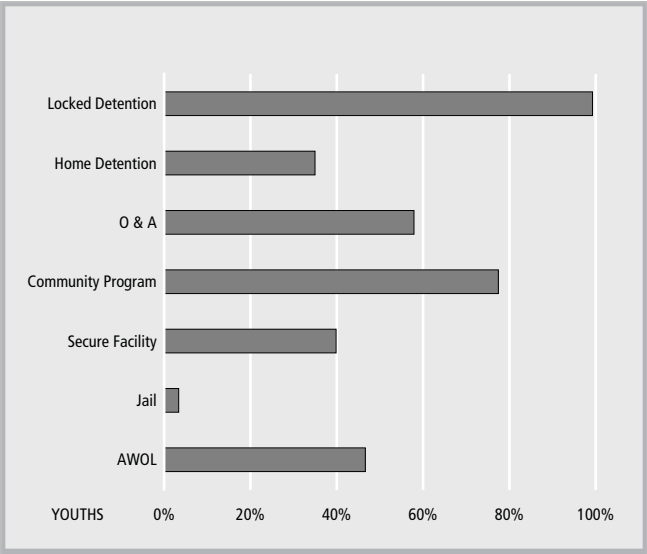
Youths admitted to secure care had an average of 11.7 felony- and misdemeanor-type convictions. The great majority of offenses (81%) were misdemeanor- and felony-type offenses against property or public order. In contrast, only about 19% of offenses were misdemeanor- and felony-type offenses against people.

Though not shown on the chart, these youths were first found delinquent at an average age of 12.4; over 73% of them were between 10 and 14. Further, about 44% of the youths had one or more convictions for life endangering felonies (serious offenses against people).



Secure care youths working on a shop project at Mill Creek Youth Center.

PLACEMENT HISTORY

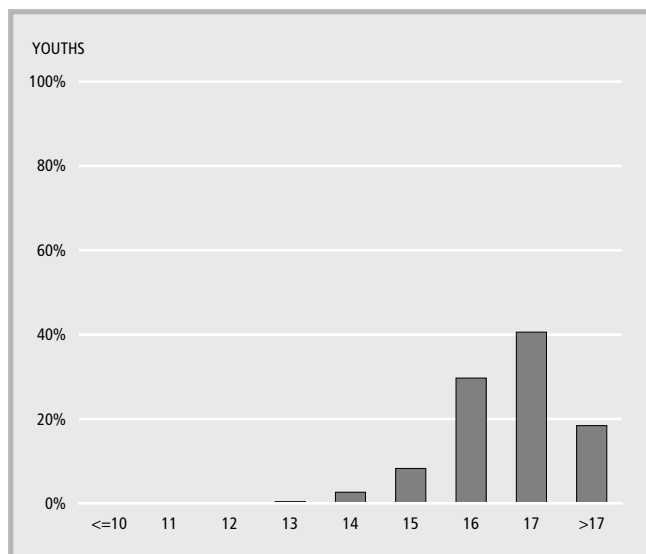


Youths placed in secure care had extensive histories of interventions and placements in Division programs. Nearly all had been placed in locked detention; 58% had been placed in observation and assessment (O&A); and over 77% had been placed in a community program. Further, nearly 47% had been AWOL from a Division placement.

Though not shown on the chart, most of these youths also had received services from other agencies in Utah’s juvenile justice system: over 67% had been on probation supervision, 30% had been in the custody or under supervision of the Division of Child and Family Services, and over 77% previously had one or both of these types of care.

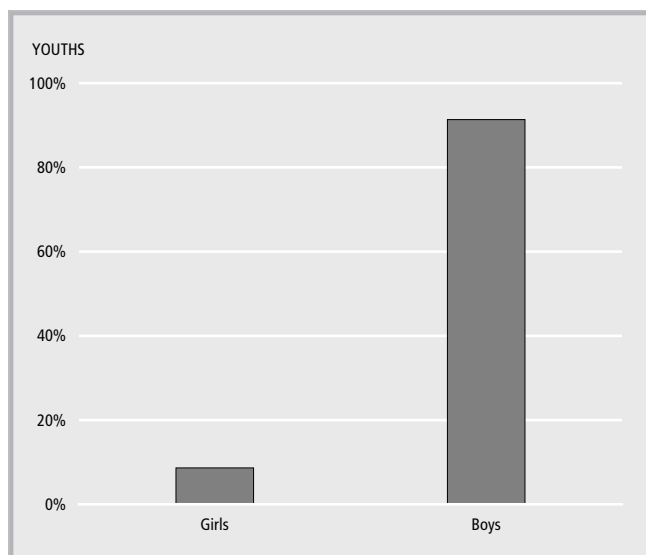
AGES

Youths admitted to secure facilities ranged from 14 to over 18 years old and averaged 17.2 years. 70% of youths placed were 16 or 17 years old.



GENDER

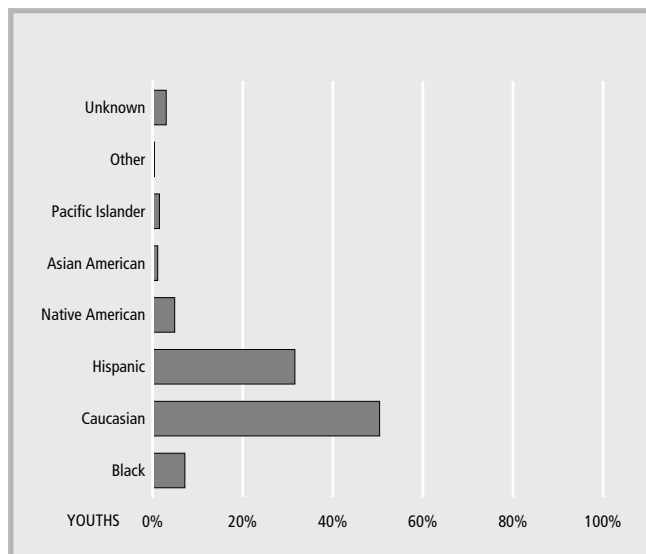
9% of all youths admitted to secure facilities were girls. This is a drop from 13% in FY 2007.



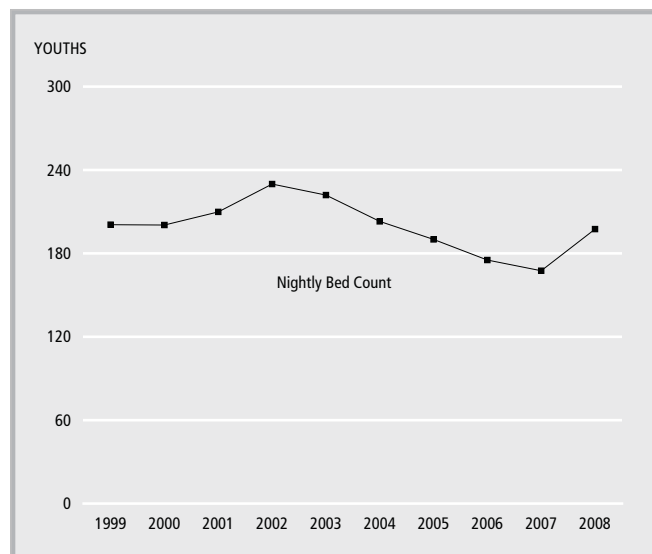
ETHNICITY

Following a trend of many years, minorities were overrepresented in secure care placements. Collectively, they accounted for nearly 50% of all admissions to secure care, though they represent about 17% of Utah's youths. The percentage of minority placements in FY 2007 was about 45%.

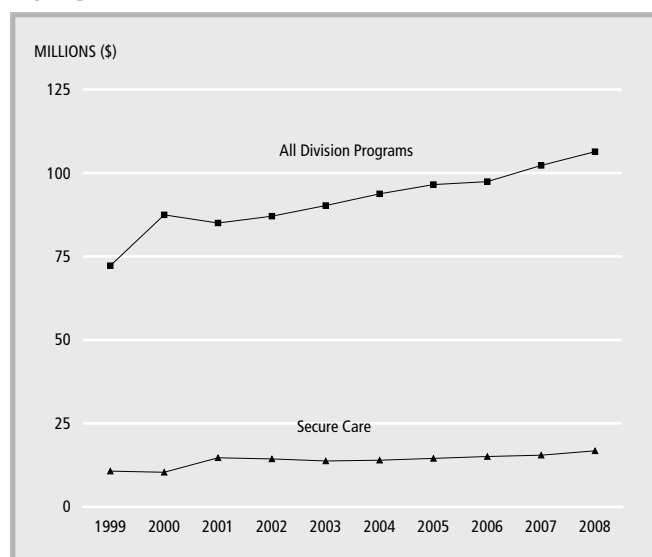
Blacks were placed in secure care about 6.1 times more often than would be expected from their proportions in the population at large; Hispanics were represented 2.8 times more often.



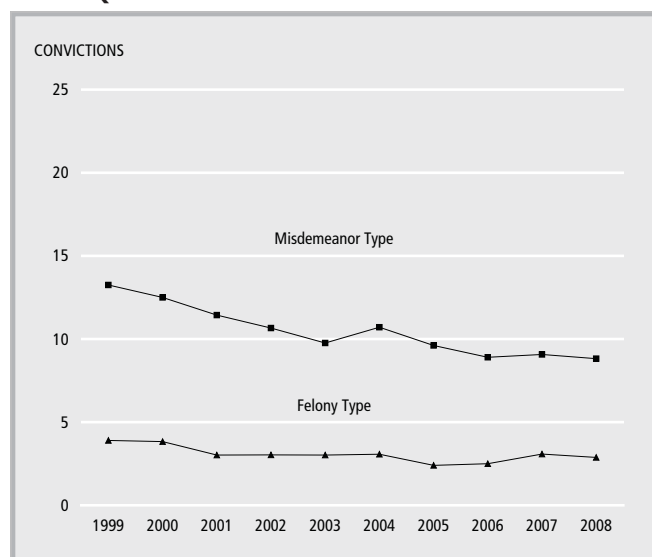
AVERAGE NIGHTLY BED COUNT



BUDGET



DELINQUENCY HISTORY



10-Year Trends

As previously noted, secure care generally is reserved for the most seriously delinquent youths.

Demographics

- **Nightly Bed Count.** The average nightly bed count of secure care began and ended the period at about 200. The nightly population rose to a high of about 230 in FY 2004 before falling to 167 in FY 2007. Over the same time, Utah's population of 10 to 17 year olds rose by over 5%.
- **Gender.** The percentage of girls admitted to secure care varied over the 10 years. They represented 5% to 7% of admissions for FY 1999 through FY 2003 before jumping to 14% in FY 2004. The percentage of girls admitted remained above 10% until FY 2008 when it dropped to 9%.
- **Ethnic youths.** The proportion of ethnic youths admitted to secure care grew steadily from 36% in FY 1999 to 50% in FY 2008.
- **Age.** Average age of youths admitted to secure care changed very little over the 10-year period. Youths had an average age of 17.3 for the period.

Budget

- **Expenditures.** In FY 2008, expenditures for secure care represented about 16% of the Division's overall budget. Budgets for secure care rose by over 57% between FY 1999 and FY 2008 (see chart at center left). Most of the growth occurred in the first 3 years of the period. The Division's overall budget grew by 48% during the same period.
- **Resource development.** Over the course of the 10-year period, budget increases supported growth in the secure care population and allowed enhancement of programming (e.g., specialized programs for sex offenders and for girls).

Delinquency

- **Overall offenses.** Average felony- and misdemeanor-type offenses youths had at admission declined by 32% across the period (see chart at bottom left).
- **Violent offenses.** The percentage of youths admitted with one or more life-endangering felonies dropped from 44% in FY 1999 to 33% in FY 2004 before increasing back to 44% in FY 2008.

Youth Parole Authority

Youths committed to the Division by the Juvenile Court for secure care come under the jurisdiction of the Youth Parole Authority (UCA 62A-7-502(1)). The Authority provides an objective hearing process for youthful offenders to ensure fairness to the juvenile and provide protection for the community.

YOUTH PAROLE AUTHORITY MEMBERS

DOYLE TALBOT, CHAIR	LAYTON
DEWEEN DURRANT, VICE CHAIR	SANDY
MYRON BENSON	NEWTON
JEAN BOYACK	SALT LAKE CITY
CALVIN CLEGG	PARK CITY
ALVIN EMERY	SALT LAKE CITY
RAY TERRY.....	BEAVER
KATHY PETERSON.....	EDEN
LYNN STEWART.....	MIDVALE
JENNIFER MEI JUN YIM	SALT LAKE CITY

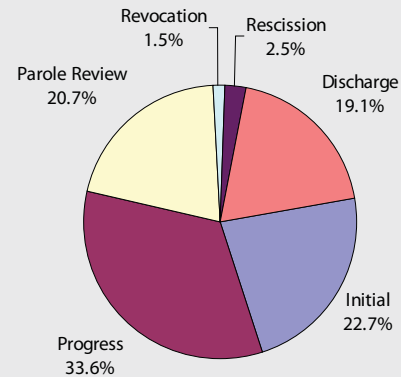
MEMBERS PRO TEMPORE

OLGA CASTAÑEDA.....	MIDVALE
RODNEY FAKATOU.....	SALT LAKE CITY
ELDON MONEY	SPANISH FORK
JAMES SMITH.....	SALT LAKE CITY
VACANT	

Authority members are citizens appointed by the Governor and confirmed by the Utah Senate. Members represent the diversity of Utah's population and speak on behalf of stakeholders across the State. Currently, three Authority members are assigned for each hearing and decisions are made by majority vote. The Youth Parole Authority is authorized by statute to have ten full members and five pro tempore members. An Administrative Officer, who is a Division employee, acts as a resource to Authority members, manages the Authority's administrative office, and supervises two hearing officers and one clerk. Authority staff provides Youth Parole Authority Members with information collected from Division staff, police, and the Juvenile Court prior to hearings.

The Youth Parole Authority provides a formal hearing procedure that defines a youth's obligations during secure care and parole. Hearings are held at each of the Division's five secure care facilities. The chart at top right identifies the types of hearings and the percent held

YOUTH PAROLE AUTHORITY HEARINGS



Percentages are based on 807 hearings held during FY 2008.

for each during FY 2008. Overall, the Authority held 807 hearings during the year, an increase from the 680 hearings held during FY 2007.

Within a few weeks of commitment, an "Initial Hearing" is held to establish a sentencing guideline for the youth and set requirements for confinement. Guidelines are set at a minimum of 6 months, but may be longer based on the youth's delinquency history and the type of offenses leading to the commitment. Every 6 months thereafter, and more often if appropriate, "Progress Hearings" are held to determine whether standards for confinement are being met. A youth meeting confinement standards is eligible for a "Parole Hearing." At this point, a tentative parole release date is set. In addition, the youth typically is placed on a trial placement for up to 120 days outside the secure facility. During this time, the Youth Parole Authority may rescind the parole date and return the youth to a secure facility for violating the conditions of the trial placement. A youth who successfully completes the placement and signs a parole agreement is paroled.

During parole, the Youth Parole Authority has statutory responsibility to review allegations when a youth is suspected of violating conditions of parole. A youth who violates terms of parole may have his/her parole revoked and be returned to a secure facility. A youth who successfully completes the terms of parole is discharged from Division custody. At any point along the way, a youth who is charged with new offenses will come again under the jurisdiction of the court system. Depending on circumstances, he/she may be recommitted to secure

care, transferred to the adult system, or allowed to continue under the supervision of the Authority.

QUICK FACTS YOUTH PAROLE AUTHORITY

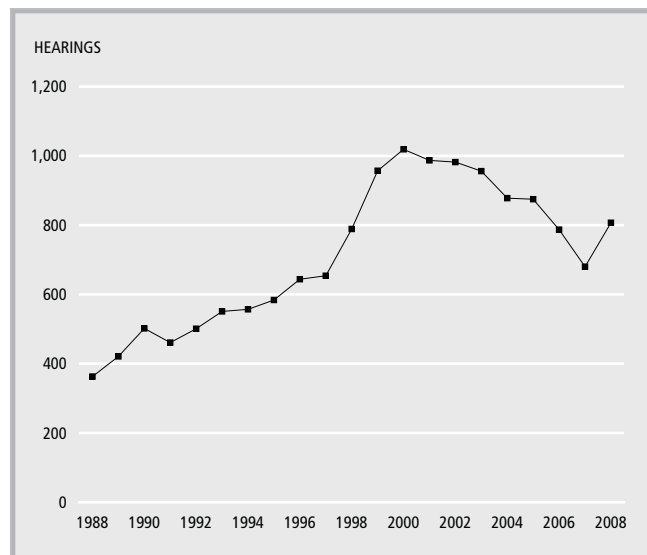
SERVICE AREA.....	STATEWIDE
MEMBERS	
FULL	10
PRO TEMPORE.....	5
ADMINISTRATIVE STAFF	4
DIFFERENT YOUTHS SERVED	408
AVERAGE DAILY POPULATION	
SECURE CARE	196.9
TRIAL PLACEMENT	23.5
PAROLE.....	55.7
BUDGET	\$343,400
NUMBER OF HEARINGS.....	807

As represented in the chart at top right, the Youth Parole Authority's work load has grown dramatically over the last 21 years, increasing from 363 hearings in FY 1988 to 807 in FY 2008.

The Authority subscribes to the Division's Mission Statement and the BARJ Model (see "Mission, Vision, and Values," page 12). The Authority supports BARJ principles of community protection, accountability, and competency development by:

- Providing uniformity in guideline formulation through the Authority's policy.
- Encouraging youths to finish high school and obtain vocational training.

AUTHORITY HEARINGS FY 1988 to FY 2006



- Using the Authority's judicial powers to issue warrants-of-retake and to order parole, rescission, revocation, and termination for youths in custody.
- Coordinating with the Juvenile Court to ensure that victim restitution is made.
- Appointing members to the Authority who represent sentiments and needs of local communities.

The Authority also has actively developed services for victims of juvenile crime. Victims of the youths committed to secure care are invited to participate in the Authority process by (1) attending Authority hearings, (2) submitting impact statements, (3) requesting progress updates, (4) requesting notification of release dates, (5) requesting victim-offender mediation, and (6) requesting no contact orders. Victim participation is entirely voluntary and individuals may choose not to become involved. The Authority also mandates that payment of restitution be made part of the conditions of parole.

Administrative Services

Community Relations

The Division's Community Relations Unit includes a Director and three regional Volunteer Coordinators. The Unit's activities strongly support the Division commitment to the Balanced And Restorative Justice (BARJ) Model (see "Mission, Vision, and Values," page 12). Unit staff members and the volunteers they recruit develop community partnerships that give youths a chance to give back to the community and atone for the damage they have done. Volunteers also support the BARJ objective of Competency Development by helping youths develop skills that increase the likelihood they will become law-abiding and productive citizens.

Volunteers recruited to work with youths in Division care are considered unpaid staff and are held to the same standards as regular Division employees. All must pass a criminal background check and all must receive training on the Division's Code of Ethics before being allowed to work with the Division's clients. Collectively, during FY 2008, volunteers made 25,066 visits to Division programs and contributed a total of 67,514 hours of service. At a rate of \$10.00 per hour, this service represents a contribution of over \$675,000 to the Division.

Youth Accountability: Youths in the Division's care have a responsibility to restore the damage they may have done in the community. The Community Relations Unit has become a resource for Division work crew leaders by finding partners in the community to do mailings, clean-up, set up for major events, crochet and other projects that are completed by the youths and donated to community members in need. This helps residents understand that they have the ability to add value to their communities and that they need to contribute to the community to atone for their misbehavior. The Unit also arranges to bring in guest speakers on victim awareness to help youths understand the impact that their choices have had on those around them. During FY 2008, youths participating in these programs completed 127,840 hours of community service and restitution.

Youth Competency Development. Volunteers come to Division facilities for a number of activities. Tutors help youths achieve grade level in school, help teach money management, job training, interview skills, dressing for success, communication skills, women's issues, stress management, and goal setting, help youths find satisfac-



Volunteers support nondenominational chapels in Division facilities.

tion through everyday activities, and generally encourage youths to be more productive citizens when they are released back into the community.

Community Education. The Community Relations Unit also administers and supports a speakers bureau that provides speakers to schools, churches, clubs, and other groups to discuss and help community members better understand juvenile justice programs and issues.

Quality Assurance

The Division is dedicated to providing comprehensive and quality services for Utah's youths within the framework of the Balanced and Restorative Justice Model. The ongoing efforts of the five full-time Quality Assurance staff members help meet this goal by monitoring youth programs and ensuring that youths are placed in appropriate programs without compromising the safety or the health of either the community or the youth. Quality Assurance staff members also perform (1) internal reviews of incidents, concerns, and complaints involving State and privately operated programs, (2) document and report results of investigations, (3) monitor compliance with the Federal Juvenile Justice and Delinquency Prevention Act (JJDP Act), and (4) support Division compliance with the Government Records Access and Management Act (GRAMA) to ensure the privacy and security of youths' social and health records. These functions are carried out through contract monitoring,

program reviews, and JJDP Act compliance assessments.

Contract monitoring activities determine whether a provider is meeting the requirements of a Division contract for services. Typical requirements include (1) specific program requirements, (2) client wellness, (3) client objectives and program outcomes, (4) fiscal accountability, and (5) standard terms and conditions, Federal assurances, Medicaid or grant requirements. Staff members determine compliance through a collaborative process of (1) reviewing documentation, (2) analyzing information, (3) developing reports, (4) considering specific issues, (5) troubleshooting, (6) conducting interviews with staff, parents, and youths, and (7) visiting program sites.

The quality assurance staff also has responsibility for monitoring programs and facilities directly operated by the Division. Standards, policies, and procedures are used to evaluate compliance of Division programs. During reviews, program administration, personnel files, training records, program services, control logs and other local documents are reviewed and recommendations are made for improving facility operations and programs.

One quality assurance staff member is responsible for monitoring facilities in Utah (e.g., juvenile detention centers, juvenile correctional facilities, adult jails, and adult lockups) that might securely hold juveniles pursuant to public authority, for any length of time, to ensure Utah's compliance with the following core requirements of the JJDP Act: (1) deinstitutionalization of status offenders and nonoffenders (2) removal of juveniles from adult jails and adult lockups, and (3) sight and sound separation of juvenile detainees from adult offenders. Intensive monitoring efforts have helped Utah achieve compliance with these core requirements of the JJDP Act. Achieving compliance with the JJDP Act enhances protection of youths and the community. In addition, compliance makes Utah eligible for Federal grants that assist in the development and operation of many essential programs for youths.

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Following Utah statutes and standards that are in line with the JJDP Act, the Division may, under very limited circumstances, approve adult jails and adult lockups to temporarily confine youths charged with delinquent acts. One jail in a rural area is certified to confine youths charged with delinquent acts for up to 6 hours while efforts are made to release them or transfer them to juvenile detention centers. In addition, six adult lockups (local law enforcement agencies/primarily municipal police departments that have secure holding rooms) are certified to confine youths charged with delinquent acts for up to 2 hours while arrangements are made to release them or transfer them to juvenile detention centers.

Internal Investigations

The Division's Internal Investigations Unit examines violations of the Division's Code of Ethics, Policy and Procedure, and Federal, State, and local laws. Investigations are conducted when incidents occur in Division programs and in programs operated by contracted private providers that are extraordinary, non-routine, or potentially life threatening. Reports produced by Internal Investigations provide a factual basis to assist Division administration in making decisions and establish probable cause or confirm suspicion of criminal activity. Report results include determinations that cases be closed substantiated, unsubstantiated, or given the status of "inactive" or "exceptionally cleared."

Reports produced by Internal Investigations include all evidence gathered, paperwork, facts found in incident reports, facts documented in interviews, and other information that establishes probable cause or confirms suspicions of criminal activities. Reports also include a Summary, Finding of Fact, and Conclusion, and are disseminated to all appropriate entities. The Government Record Access and Management Act (GRAMA) pursuant to Utah Code Section 63-2-304 (8) classifies Internal Investigations reports as "Protected". Each report is created and maintained for administrative enforcement purposes and is for the express use of the Division's administrative staff. Reports may not be released to the public without proper authorization. Internal Inves-

tigations actions include assisting administration with warnings (written or verbal), reprimands, suspensions, transfers, termination of employment, filing of criminal charges, referrals made to the appropriate agencies (e.g., law enforcement, county attorney, State Attorney General), or exoneration.

Additional responsibilities of the Office of Internal Investigations include ongoing training with regard to Incident Reporting, Policy and Procedure, Incident Report writing, the Offense Classification Level System, and the Notification Level System. Training is provided through the Division's Basic Academies, Supervisory Academies, and on site during scheduled training sessions held for Division programs and contracted private providers. The Internal Investigations Unit also participates in fatality reviews, mediation and conflict resolution, and in the revision of the Division's policies and procedures.

Maintaining the integrity of the Division is essential when investigating complaints, grievances, suspected misconduct, and violations brought to the Unit through incident or verbal reports. Investigations may include, but are not limited to, youths in Division custody, Division employees, contracted private providers, school personnel, law enforcement, or related outside agencies.

Internal Investigations notifies law enforcement agencies when events involve or endanger the lives or physical welfare of juveniles or staff, and/or when probable cause is established that Federal, State, or local laws have been violated. In the course of its efforts, Internal Investigations, regularly works with the Office of the Attorney General, the Division of Human Resources, local police agencies, city and county attorneys, and the courts.

Finance

Finance works in partnership with Division management in carrying out a number of functions including:

- Financial planning to assess short term and long term financing needs for achieving the Division Vision and Mission.
- Preparation of the annual appropriation request (budget) for the Governor's Office and the Legislature. Finance works with managers to incorporate ongoing and long-term program needs into the annual request.
- Supervision of the business managers attached to each of the Division's four Program Offices. Business managers work with Finance in making recommendations for the annual budget and

adjustments to current year spending priorities.

- Monitoring weekly and monthly indicators to assess whether revenues and expenditures are within budgetary limits.
- Assessing trends to determine whether the Division is operating within budget and working with Division managers to make needed adjustments.
- General accounting to assure that transactions are properly authorized and accurately recorded.

Major events in the State's yearly budget process include:

Pre-Legislative Session

- June. Governor's Office of Planning and Budget issues budget forms and instructions to State agencies.
- July – September. Agency holds budget hearings and prepares budget request.
- September – October. Governor's Office of Planning and Budget prepares recommendations for the Governor.
- September – December. Legislative Fiscal Analysts analyze budget and make recommendations.
- November – December. Governor holds budget hearings and makes final recommendations.

Legislative Session

- January. Legislature receives budget recommendations.
- January – March. Joint Appropriations Subcommittees hold hearings and prepare recommendations for Executive Appropriations.
- March. Executive Appropriations makes final decisions to balance the budget.
- March. Legislature debates and passes Appropriations Act.

Post-Legislative Session

- March. Governor reviews and either signs or vetoes Appropriations Act.
- March – April. Legislative Fiscal Analyst prepares appropriations report.
- April – May. Agency prepares programs to implement budget.

Clinical Services

The Clinical Services Unit has been in operation since July of 2004. It was developed as part of the Division's

ongoing effort to upgrade the quality of services provided in locked detention and secure facilities. The unit consists of ten clinicians including seven whose offices are in urban secure facilities. Clinicians are mandated to oversee the development and provision of mental health, gender specific, and sex offender treatment in Division programs. Currently, these clinicians provide direct clinical services, clinical consultation, and staff training across the Division.

Training

In support of its Mission, the Division is committed to "Promote continuing staff professionalism through the provision of educational and training opportunities." Staff training is designed to emphasize professionalism and the proper care of youths in the Division's programs. Overall, in FY 2008, the Division supported 1,040 training sessions on mandatory topics and 493 in-service training events, providing 62,523 individual training hours. Courses considered mandatory for Division staff and the number of training sessions held in FY 2008 are presented in the table below.

The focus of many of the trainings this year was on several of the Division's initiatives, including the Utah

Risk Assessment tool, Functional Family Probation/Resource Services and the Program Enhancement Process (PEP).

One of the Division's initiatives is to develop an ongoing process of program evaluation and continuous quality improvement. Known as the Program Enhancement Process (PEP; see page 67, "Program Enhancement Process"), the effort aims to increase the quality and effectiveness of care provided to youth in Division programs. During FY 2008, two trainings were conducted on PEP.

Mandatory Training. New full-time staff are required to complete the Division's Basic Orientation Academy during their first year of employment. Two academies were held this year, with 64 staff completing the academies. Following their first year, staff members are required to complete a total of 40 hours of in-service training per year. Support staff and part-time staff receive training commensurate with their duties. In-service training is provided by the Division, the Department of Human Services, State and national sponsors, local colleges and universities, and private vendors.

Joint Training Efforts. In 1999, the Legislative Auditor

MANDATORY TRAINING.

TRAINING EVENT	REQUIRED HOURS	REVIEW	SESSIONS OFFERED	STAFF TRAINED	TOTAL HOURS
Basic Academy	80	NONE	2	64	5,120
Cultural Competency	8	AS NEEDED	3	85	604
Incident Reports	2	AS NEEDED	25	232	443
Legal Issues	8	AS NEEDED	2	69	519
Violence in the Workplace	2	AS NEEDED	7	143	316
Code of Ethics	2	ANNUAL	180	1,136	1,518
CPR	4	ANNUAL	139	974	3,059
Crisis Intervention Initial	24	NONE	23	206	4,752
Crisis Intervention Certification	8	NONE	16	154	1,216
Crisis Intervention Review	8	ANNUAL	44	664	5,276
Defensive Driving	1	3 YEARS	251	674	691
DHS New Employee Orientation	8	NONE	13	130	650
First Aid	1.5	3 YEARS	86	441	940
Passenger Van Safety	1	2 YEARS	15	97	97
Personal Protection	4	AS NEEDED	1	16	64
Preventing Disease Transmission	4	3 YEARS	61	469	951
Risk Assessment	10	AS NEEDED	5	132	1,500
Suicide Prevention	2	3 YEARS	75	495	982
Unlawful Harassment Prevention	2	3 years	38	479	955

released an audit of the Juvenile Justice System. One of the audit suggestions to improve the system was to develop and implement an assessment instrument that would assist in identifying chronic and serious offenders early in their delinquency careers. The assessment tool selected was the Washington State Risk Assessment Tool (see "Protective and Risk Assessment Project," page 66). Conjoint training sessions with the Juvenile Court and Juvenile Justice Services on the assessment tool are ongoing. Five trainings were held this year.

Other Highlights. During FY 2008, the Division conducted two statewide conferences for 800 Division employees on topics pertinent to their jobs and held an annual conference for 60 of the Division's office support staff.

Research, Evaluation, and Planning

The Research, Evaluation, and Planning (REP) group supports the Division's Mission to "Promote ongoing research, evaluation, and monitoring of Division programs to determine their effectiveness."

REP has the responsibility for conducting and overseeing research and program evaluation involving Division clients, programs, and staff. A key part of this responsibility has been the maintenance and development of Utah's centralized juvenile justice database (see "Court & Agencies' Record Exchange (CARE)," page 67).

During FY 2008, REP also helped the Division meet a variety of other service, research, and information needs. On a daily basis, REP supplied Division staff with reports, answers to queries, technical support, and research. REP also produced the Division's Annual Report. Members of the REP group served as staff to the Risk Assessment Committee, the Department of Human Services Institutional Review Board (IRB), the CARE Management Committee, and the CARE User Group. Further, the research unit assisted numerous students and faculty from local colleges and universities, media representatives, other government agencies, and private individuals with information regarding Utah's juvenile justice system.

Federal Revenue Management

The Division's Federal Revenue Management unit was established in 2001 with the objective of bringing Federal revenues to the Division and ensuring that the Division

is compliant with Federal requirements tied to those revenues. Federal revenues, which fund nearly 18% percent of the Division's overall budget, leverage the Division's ability to provide comprehensive services for Division clients within the framework of the Balanced and Restorative Justice Model. Approximately three quarters of the Federal funding the Division receives is for mental health and rehabilitation treatment (mostly residential) provided to youths in the Division's custody. Significant Federal funding also is obtained for foster care paid under Title IV-E of the Social Security Act.

The Federal Revenue Management unit also secures other grants to address specific Division needs or projects as opportunities arise. These other grants may be administered directly by Federal agencies, such as the Office of Justice Programs at The Department of Justice or the Administration for Children and Families at The Department of Health and Human Services, or they may be administered through an intermediary State agency such as the Utah Commission on Criminal and Juvenile Justice (CCJJ).

Major activities.

- Facilitating the Division's Medicaid and IV-E eligibility determination effort.
- Making adjustments to Medicaid and IV-E collections (both receipt and payback).
- Coordinating the Division's activities related to obtaining grants and meeting grant requirements.
- Providing accounting and information for forecasting on Federal revenues.
- Providing electronic data to Federal information systems as required by federal programs such as the Adoption and Foster Care Analysis and Reporting System (AFCARS).
- Helping develop computer systems, interfaces, and output to better meet the Division's Federal revenue management needs.
- Providing expertise and improved technologies to Division staff participating in processes that bring in Federal revenue.

Contracting

The Division's Contracting group is responsible for assuring the effectiveness, efficiency, and integrity of all Division contracting activities. Contracting staff works with case managers, business managers, accountants, procurement agents, support staff, and the Division's

Finance Officer to develop a contracting program that supports the Division's service delivery process. The group's specific activities include:

- Planning, developing, and implementing Federal, Department of Human Services, State, and Division contracting policies and procedures.
- Planning, awarding, and administering service and vendor contracts for youths in Division care.

- Evaluating Division contracting and purchasing practices to ensure compliance with applicable laws and regulations.
- Providing assistance to Division grantees.
- Developing forms, manuals, and training activities to provide advice, technical assistance and direction to Division employees and contractors.

Recent and Ongoing Projects

Division Initiatives

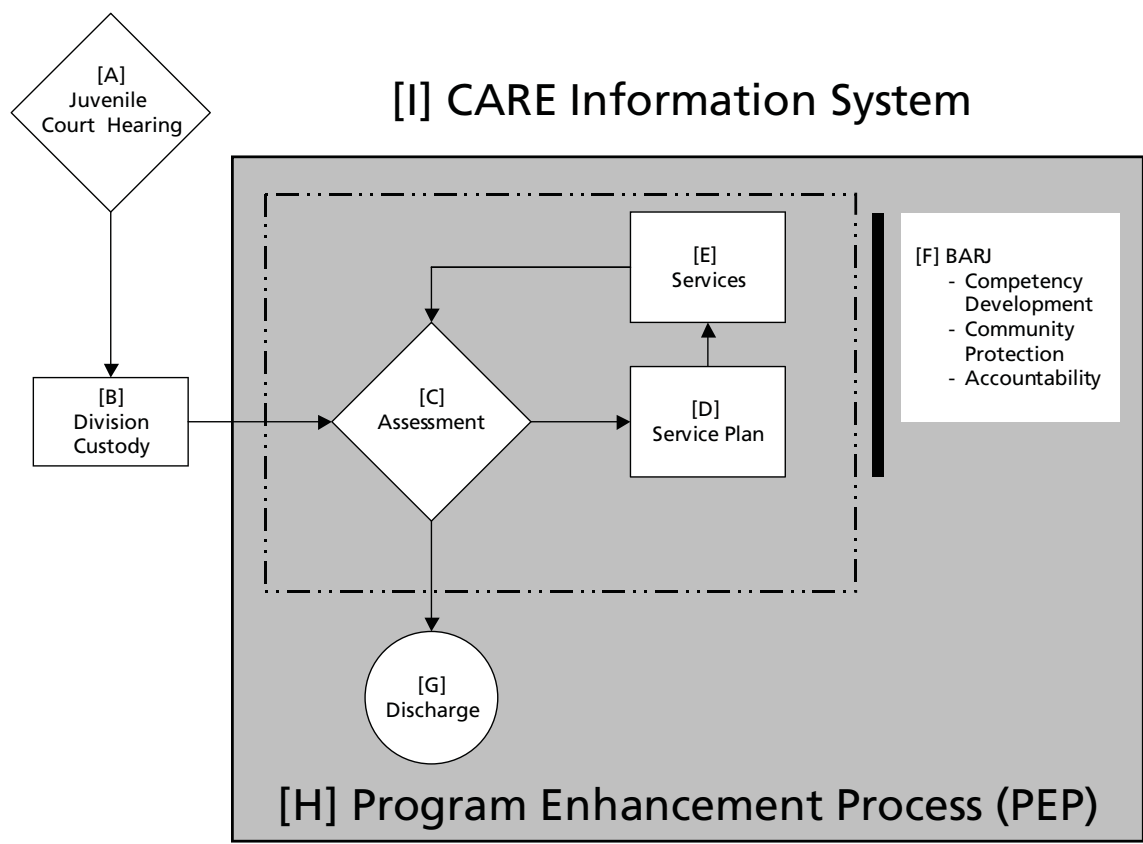
Over the last several years, the Division has begun or helped to begin a number of major juvenile justice initiatives including (1) Protective and Risk Assessment (PRA), Project, (2) Graduated Sanctions Model of Service Delivery and Supervision, (3) Program Enhancement Process (PEP), and (4) CARE information system. At the Division’s Statewide Conference early in FY 2003, Blake Chard, the Division’s Director, reaffirmed the Division’s commitment to these efforts and presented a vision for integrating them into a coordinated approach that will enhance the quality of services delivered to Utah’s youths.

The chart below represents the initiatives as they might apply to an individual youth entering Division custody. Initiatives are shown in the context of a Juvenile Court Hearing [A] that brings the youth into Division custody [B] (see “Client Flowchart,” page 22).

On receiving a youth in custody, a Division case manager assesses the case [C] to identify the youth’s strengths

and weaknesses and service needs. This evaluation includes administration of a Protective and Risk Assessment (PRA), but also considers information collected from family, previous workers associated with the case, other sources in the community, and results of other assessments. Evaluation results are interpreted within the framework of the BARJ Model [F] (see “Mission, Vision, and Values,” page 12) to develop the youth’s Needs Assessment Service Plan [D]. The Service Plan (1) documents the youth’s strengths and weaknesses, (2) identifies needed residential and nonresidential services, and (3) sets goals for successful completion. Services [E] are provided through a levels-based system known as the Graduated Sanctions Model of Service Delivery and Supervision. At regular intervals (every 90 or 180 days), the case manager reassesses the case and reviews the youth’s progress with the Juvenile Court. Depending on the youth’s current needs, the case manager may either recommend that the service plan be revised [D] and additional services be provided [E] or recommend that the youth be discharged [G].

The case management process just described is given



structure and support by the Program Enhancement Process (PEP), and the Courts and Agencies Record Exchange information system (CARE). PEP [H] is a continuous quality improvement process for the Division's system of service delivery. The process identifies opportunities for improvement through ongoing assessment of service delivery and regular feedback on the impact of those services. CARE [I] documents details of individual activities at every stage of the process. This includes Minutes and Orders generated in Court Hearings, assessment results, the youth's service plan, residential and nonresidential services the youth receives, and the progress the youth makes in fulfilling objectives of the service plan.

More detailed descriptions of the individual initiatives and the progress being made in their implementation are provided below.

Protective and Risk Assessment Project. In 1999, the Division joined the Juvenile Court in developing a systematic assessment process for identifying the strengths and weaknesses of delinquent youths. The Risk Assessment Committee was established to oversee the project. The Committee, which continues to this day, had equal representation from the Juvenile Court and the Division. After reviewing a number of possibilities, the Committee selected two assessment tools originally developed in Washington State. The Prescreen Risk Assessment (PSRA) is a relatively short assessment that had been validated to predict reoffending of juvenile probationers in Washington State. The assessment collects information on a variety of youth characteristics such as past delinquency, drug and alcohol problems, current home environment, and peer group. Currently, the PSRA is being given to youths scheduled to have a hearing before a Juvenile Court Judge as a result of a charge for a misdemeanor or felony type offense.

The second assessment tool is the Protective and Risk Assessment (PRA). This evaluation is a longer and more comprehensive assessment that includes information from each of 10 different domains including: (1) delinquency history, (2) school, (3) use of free time, (4) employment, (5) relationships, (6) living environment, (7) alcohol and drug use, (8) mental health, (9) attitudes and behavior, and (10) skills. The PRA is being given to youths ordered by the Juvenile Court to probation supervision or into Division custody. Information from the PRA is used to construct specific goals for the youth's service plan. The PRA is updated periodically to mea-

sure a youth's progress and identify continuing issues that require attention.

Assessment results are managed by the CARE information system (see below) as part of an individual youth's electronic case record. As a result, Division and Juvenile Court workers assigned to a case have immediate access to the youth's entire assessment history.

During FY 2008, the effort on the risk assessment initiative included:

- Administration of over 20,800 PRAs and PSRAs to over 10,800 different youths.
- 132 Division workers received the standardized 10-hour risk assessment training.
- A team of researchers from the Division and the Juvenile Court conducted a validation study of both the PRA and the PSRA. Risk scores from both assessments predicted recidivism in a 12-month follow up period. Results generalized across gender and minority status. A summary of the findings may be obtained by contacting John DeWitt (jdewitt@utah.gov).

Graduated Sanctions Model of Service Delivery and Supervision. Over the last several years, the Division has invested a great deal of effort developing the Graduated Sanctions Model. Implemented in July, 2007, this initiative is expected to enhance significantly the effectiveness and the quality of care given to youths in Division custody.

According to the model, a youth entering custody is categorized on (1) individual need for supervision based on risk to reoffend and (2) specific programming requirements related to individual criminogenic need. Both determinations rely on use of the Protective and Risk Assessment and other available assessment data. Reassessments are given at regular intervals to mark progress and identify continuing issues.

A number of different service categories have been developed to address different programming needs. Specialized categories for boys include (1) Sex Offenders, (2) Mental Health, (3) Substance Dependent, (4) Physically Aggressive, (5) Property Offenders, and (6) Non-compliant. Program categories for girls include (1) Sex Offenders, (2) Mental Health, (3) Substance Dependent, and (4) Behavioral Health / Substance Abusers.

In order to accommodate different needs for supervision, most service categories have provision three levels of structure: (1) low (e.g., placement with a proctor family), (2) medium, and (3) high (e.g., highly structured group home placement). A youth assigned to a par-

ticular category typically starts under a relatively high level. Contingent on meeting the goals of his or her service plan, the youth moves to successively less restrictive levels. Generally, a youth who does not commit any new offenses will stay within the category until all his or her service goals are met and termination of custody is granted by the Juvenile Court.

Application of the Graduated Sanctions model is expected to have a number of major benefits. Importantly, the model is expected to reduce the chances of mixing youths with different levels of risk and criminal sophistication. This sort of population mixing has been a common problem for juvenile justice systems and, when it occurs, invariably increases the risk of re-offending for relatively inexperienced, low risk youths. Better outcomes also are expected because the needs of individual youths are being better matched to specialties of particular programs.

Court and Agencies' Record Exchange (CARE). The CARE information system is Utah's juvenile justice database. The full system, implemented on November 28, 2005, was the result of a joint effort by the Juvenile Court and the Division that began in 1999. Working objectives for the project were to (1) design and create a useful case management system, (2) enhance communication and cooperation between agencies responsible for juvenile justice and child welfare in Utah, and (3) Allow for the sharing of case information in a user friendly and readily accessible digital environment.

CARE Modules currently in place include the (1) demographics module which manages personal characteristics of youths and their families, (2) services module which tracks residential and nonresidential services delivered to youths in Division and Probation care, (3) incidents module which documents delinquency charges, hearings, dispositions and other interactions between individual youths and the Juvenile Court, (4) calendaring module which organizes activities of individual youths, Juvenile Court Judges, and Juvenile Court Courtrooms, and (5) e-mail notification, which alerts workers attached to an individual youth about the youth's new court hearings, dispositions, admission to detention, and application of new critical messages.

CARE includes two additional modules of particular note. The assessment module, brought on line during FY 2002, was the first component to be completed. This function is used to collect, score, manage, and report on the results of user defined questionnaires and assess-

ments. As intended, it has proved to be an invaluable resource for the Protective and Risk Assessment project (see above). The assessment module also has become critical for the Division's Program Enhancement Process (PEP; see below) and currently includes more than 300 different data-collection tools. Assessments built with the module are being used to collect and manage information required by individual PEP models. An almost unlimited variety of information about individual youths can be collected including daily behavioral ratings, progress notes, work hours, and school performance.

A second notable component of CARE is the Minutes Module. In production since FY 2003, this module has the capacity to collect minutes in real time during Juvenile Court and Youth Parole Authority hearings, post dispositions, and create electronic orders that become a part of a youth's electronic case file. The Juvenile Court and the Youth Parole Authority began using the module on a regular basis during FY 2004.

The new CARE system has met its original objectives and now is an invaluable resource for workers at all levels of Utah's juvenile justice system. Features such as the assessment module, the minutes module and e-mail notification add many capabilities and functions never before available to juvenile justice workers. CARE development has continued to enhance the system in a number of ways including completion, during FY 2008, of an interface to the SAFE database operated by the Division of Child and Family Services. Ongoing efforts also include making the CARE system easier and faster to use. Continued development of the system is directed by a standing committee that includes representation from all participating agencies, including the Juvenile Court, the Division of Juvenile Justice Services, and the Division of Child and Family Services.

Program Enhancement Process (PEP). The Program Enhancement Process (PEP), a mechanism designed to enhance the delivery of services and increase positive outcomes for youths served by the Division. PEP assumes that with objective feedback about how services are delivered and what impact they have, the workers who provide the service are best positioned to identify opportunities for program improvement. The entire project has been focused on creating the capacity of those staff to manage ongoing quality improvement.

History. PEP, the name given to the process by the Division, was designed by Dr. Christine Ameen, an

evaluation consultant. The intent was to create a model for ongoing program improvement that could be implemented in organizations that had limited experience in program evaluation. The Division's administrative team was introduced to the model in June of 2001. The Division's Director at that time, Blake Chard, saw the potential of the approach and approved the concept. In December of 2001, the Division committed to pilot the model in three programs: Central Utah Youth Center's receiving center, Slate Canyon's secure care program, and Salt Lake Observation and Assessment. In July of 2002, Division leadership decided to implement PEP across all programs operated by the Division, including the residential programs provided by the private sector. In its first 3 years the project was funded through the Federal Juvenile Accountability Block Grants Program (JABG).

A program's initial PEP activities culminate in the development of specific objectives for services and outcomes for the program. Plans for collecting and using information are then made and implemented. During the pilot phase, the consultant worked with each of the three teams individually. To accommodate the implementation of PEP across 50 of the Division's programs, training and facilitation of the process was reformulated from individual program based consultation to one where multiple teams worked simultaneously. The multi-team approach was launched in the fall of 2002, starting with the Division's five secure care programs, five urban detention programs, four urban O&A programs, and five rural receiving programs. Each set of program teams met one day a month for five months to receive training, consultation, and facilitation for the creation of their PEP models. During the first month, the first training with secure care teams was undertaken. During the second month, the secure care teams received their second training while urban detention teams began their first. Each month, an additional set of teams was added to the schedule until four sets of teams were working simultaneously. In this way, each set of teams was at a different stage of PEP model development. When secure care teams had completed their five sessions, the next set of teams was added to the schedule and training for them began. Following this approach, the training and model development for 46 programs took 18 months to complete. After teams were trained, they were to implement data collection, and when enough data became available, additional training and consultation was provided about how to analyze the data and use the findings to make enhancements to programs.

The role of new technology. What has truly distinguished PEP from other quality improvement programs is the development of technology that allows the Division to track and generate data that would have been impossible and too costly in the past. A major success has been the ability to coordinate the PEP data needs with features of the new CARE information system (see above). CARE has proved capable of supporting the extensive data collection and reporting needs of PEP Models.

In addition, a number of local, desk-top database tools have been developed that added tremendous efficiencies to how PEP model development is done. (1) The "Model Builder" tool allows teams to create and edit their own models during training sessions. (2) The "Instrument Library" provides a catalog for managing the dozens of measurement instruments found in the literature and developed locally to measure service and outcome objectives of the various programs. This tool has been used extensively to document the origin of each instrument, its psychometric characteristics, permissions necessary for a tool's use, and the basic content addressed by the instrument. (3) As the number of PEP models grew, it became obvious that a way was needed to manage the many ideas the teams were generating about service and outcome objectives. With each team developing 7-10 service objectives and 6 outcome objectives there currently are 450 different service objectives and nearly 175 outcome objectives. The PEP Executive, as it is called, brings together in one place the details of all 50 models. It also provides a way to track the stage of PEP development of each team or set of teams to assure that training and consultation are targeted properly.

Personnel Resources. A major challenge posed by PEP was how to make it an enduring part of the way the Division carries out its business, once the evaluation consultant's work was done. It was realized that while technological innovation could help with this problem, it could not alone be a complete solution. It was proposed that a core group of workers be developed with the skills and experience to help individual programs bridge the gap between the technical details of program evaluation and the complexities of service delivery. To help realize this possibility, the Division created four new and permanent positions, at the Program Manager level. The positions were filled near the end of FY 2004. The individuals who were selected came with extensive knowledge of the Division's business processes and its initiatives and all previously had experience in service delivery. Though they often work together on projects,

each Program Manager was assigned to and specializes in the programs for one of the Division's four service Offices (Rural Programs, Community Programs, Early Intervention Services, and Correctional Facilities). Each has been given extensive training and had supervised experience in all aspects of the PEP process beginning with initial training and model development through data collection, data analysis, and PEP model enhancement.

Today and the Future. By the end of FY 2005, all Division programs had completed the initial steps of PEP – developing their program, objective, and evaluation models. And, the majority of the programs had begun data collection. At the same time, the capacities of the PEP Program Managers to provide training and technical support for these programs were increased significantly. With training and staff development provided by the consultant and the Research Director, these four managers developed their skills in leading programs through the initial steps of PEP, identifying, developing and pilot-testing measurement tools, conducting data analyses, and reporting findings and outcomes back to teams. Additionally, they've participated in "live labs" whereby actual data are reported to teams and strategies for identifying improvement opportunities are identified and implemented.

Summary reports built on CARE that describe service delivery and outcomes have been developed for all programs that are at the data collection stage. Reports depicting performance of individual youths have also been developed for all service and outcome objectives. Further, sophisticated data analysis tools have been developed which allow teams to answer such questions as "Is performance different for boys than for girls?" and "What is the relationship between various outcomes and the types and level of services provided?" The PEP Program Managers have received special training to enable them to conduct a number of different analyses on behalf of teams to identify what enhancements that might be made to improve client outcomes.

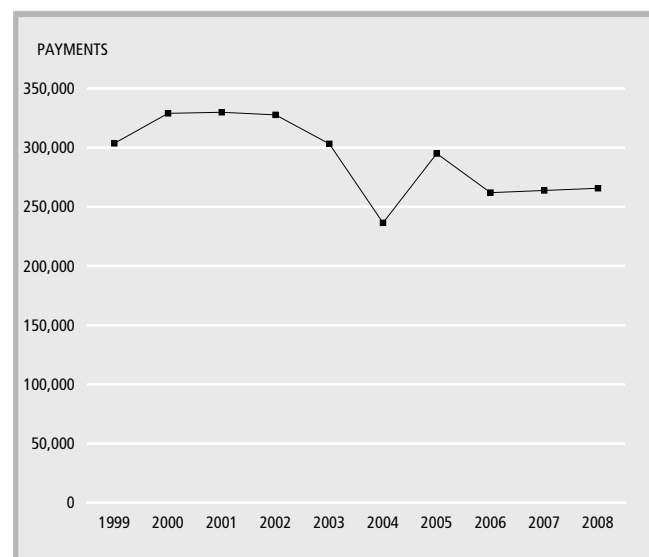
Although Federal JABG funds are no longer available for the project, the Division has continued to make use of the enormous capacity it developed to follow through with the promise of PEP. During FY 2008, Division leadership reaffirmed its commitment to the effort. Current development has focused on making use of the lessons learned through the experience with more than 50 evaluation models developed to date. This includes standardizing common outcomes for similar programs.

Victim Services

The Division recognizes the need to hold juvenile offenders accountable for their delinquent behavior and to respond to the needs of their victims. To help meet these objectives, intensive treatment programs have been developed to heighten youths' empathy for victims. As part of this effort, restitution programs have been created at all levels of the continuum of care.

Substantial restitution payments have been made by youths in Division care to victims of juvenile crime. During FY 2008, the payments exceeded \$265,000. For the 10-year period ending in FY 2008, total payments have been nearly \$3,000,000 (see chart below). Funds for this effort come primarily from support payments that parents of youths in custody make to the State through the Office of Recovery Services. The Division received permission from the 1983 Legislature to use a portion of these receipts for restitution to victims of juvenile crime. Youths participate in community service projects in exchange for credited wages that are paid to victims through the Juvenile Court. Work projects are operated by the Division, other government agencies, and non-profit organizations.

RESTITUTION PAYMENTS



Profile of Division Staff

The Division has 915 full-time and part-time -staff (excluding time-limited employees and Board members).

The average age of these staff is 40.2 years (range 20 to 74 years old); about 35.7% (327) are between 30 and 40 years old. Average length of service is 8.6 years. The longest length of State employment is over 40 years, 5.2% (48) have less than 6 months of service, 25.6% (234) have 3 years or less service, and 24.7% (226) have over 12 years of service. The Division also employs 241 time-limited staff to augment the efforts of career service employees. Time limited staff may work up to a total of 1,560 hours each year.

The table below represents the proportion of career service staff of different ethnicity, gender, and job type. Many different minorities work for the Division, including Hispanic, Black, Asian American, and Pacific Island-

ers. Minorities are referred to collectively as "Other" in the table below. As identified in the table, they represent 25.3% of all Division staff; 27.8% of the staff working in service delivery jobs; and 23.1% within the administrative job type. Only 3.5% of all staff working in the administrative job type are minority females.

Overall, females represent 45.2% of staff across all job types, but are underrepresented in the service delivery (41.8%) and the administrative (36.4%) job types, and overrepresented within the support job type (77.5%).

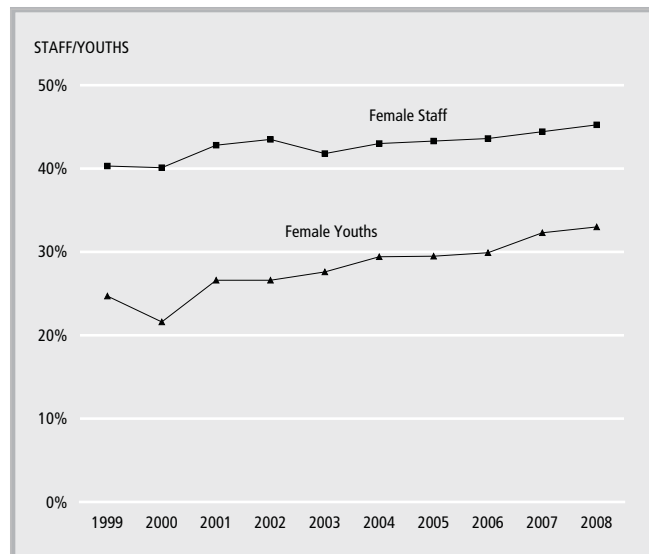
A comparison of youths in Division programs and service delivery staff reveals relatively fewer minority staff (27.8) than minority youths served (42.4%), and relatively more female service delivery staff (41.8%) than

RACE, GENDER, AND JOB TYPE OF DIVISION STAFF.

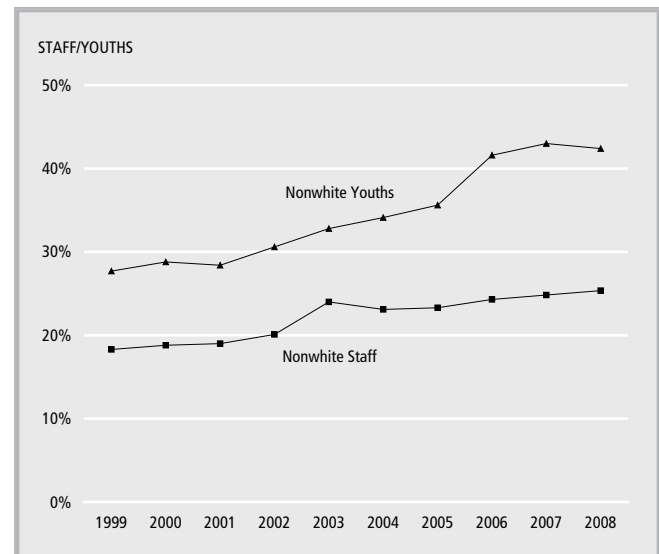
JOB TYPE

	ADMINISTRATIVE			SERVICE DELIVERY			SUPPORT			ALL JOB TYPES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
WHITE	63	47	110	263	214	477	18	78	96	344	339	683
	44.0%	32.9%	76.9%	39.8%	32.4%	72.2%	16.2%	70.3%	86.5%	37.6%	37.1%	74.7%
OTHER	28	5	33	122	62	184	7	8	15	157	75	232
	19.6%	3.5%	23.1%	18.4%	9.4%	27.8%	6.3%	7.2%	13.5%	17.2%	8.1%	25.3%
TOTAL	91	52	143	385	276	661	25	86	111	501	414	915
	63.6%	36.4%	100.0%	58.2%	41.8%	100.0%	22.5%	77.5%	100.0%	54.8%	45.2%	100.0%

FEMALE STAFF and YOUTHS



NONWHITE STAFF and YOUTHS



female youths served (33.0%).

Several trends in the numbers of Division staff and youths have become noticeable over the last several years, as may be seen in the charts at the bottom of the previous page. The percentages of female staff and the percentages of female youths in Division custody are growing more alike. For most of the 10-year period, nonwhite youths and nonwhite Division staff have increased from one year to the next; though the percentages of nonwhite youth have grown faster.

Youth in Custody Educational Programs

“Youth In Custody” is the phrase used to describe youths who are under the age of 21, have not yet graduated from high school, are in custody, and placed out of home. Youths may be in a detention center or in custody of the Juvenile Justice Services, the Division of Child and Family Services, or an equivalent program operated by a

Utah Tribe recognized by the Bureau of Indian Affairs. State statute placed the responsibility for educating these youths with the State Board of Education.

The Utah Coordinating Council for Youth In Custody, with representation from Juvenile Justice Services and the Division of Child and Family Services, recommends policy, guidelines, and operating procedure to the Board of Education. General program guidelines for Youth In Custody programs require a one teacher to eight student instructional ratio, a minimum of 5.5 hours of instruction each school day (except at the Genesis Youth Center where students must work half of each day), academic testing and reporting, instruction in the Utah Core Curriculum, life skills, and vocational education. Youth In Custody programs operate in each of the Division's residential facilities, including 5 secure facilities, 4 freestanding observation and assessment programs, 11 detention centers, and the Genesis Youth Center.

Information

Juvenile Justice Documents

- What Parents Should Know About the Division of Juvenile Justice Services contains: (1) the Mission Statement; (2) How Your Child Entered Custody; (3) Care, Custody, Guardianship - What Does It Mean?; (4) Programs; (5) How You Can Help; (6) You and the ORS; and (7) Case Management Services.
- What Youth Should Know About the Division of Juvenile Justice Services contains: (1) the Youth Bill of Rights, (2) Expectations, (3) Treatment Plans, (4) Grievance Procedure, (5) the New Serious Youth Offender Law, (6) Programs in JJS, and (7) Case Management Services.
- Juvenile Justice Terms lists definitions for commonly used juvenile justice terms.
- The Victims Handbook, prepared by the Youth Parole Authority, explains (1) the processes of the Authority, (2) the rights of victims, and (3) how victims can have input. Although written for victims of youths incarcerated in secure facilities, it can benefit victims of any juvenile offender.
- The Program Brochures: Programs have brochures that describe the facility, programming, services, and contact information.
- Utah Sentencing Commission: Juvenile Sentencing Guidelines Manual 1997, a description and application guide for the Juvenile Sentencing Guidelines.
- Division Initiatives, a brief description of seven current projects supported by the Division and other juvenile justice agencies, including BARJ, PEP, CARE, and FFP/RS.

Posters

- 101 Ways to Stop the Violence
- The Serious Youth Offender

Speakers Bureau

Juvenile Justice Services' staff are available for community and school presentations that address topics such as Utah's juvenile justice system, privatized facilities for delinquent youths, sex offending youths, or other subjects upon request. Presentations can be specifically prepared for your group. Presentations last approximately one hour and include a question and answer period. Speakers are available throughout the State upon request.

All of the above are available from Lisa Schauerhamer by calling (801) 538-4086 or e-mailing LSCHAUER@utah.gov. Additional information can be found by visiting the Division's web site: www.jjs.utah.gov.

Division Programs and Offices.

STATE ADMINISTRATION

DIRECTOR	DAN MALDONADO	(801) 538-4330 fax (801) 538-4334
120 N 200 W, Rm 419 Salt Lake City, UT 84103		
DEPUTY DIRECTOR	GABY ANDERSON	(801) 538-4323 fax (801) 538-4334
120 N 200 W, Rm 419 Salt Lake City, UT 84103		
DIRECTOR ADMIN SERVICES	RICK PLATT	(801) 538-8943 fax (801) 538-4334
120 N 200 W, Rm 419 Salt Lake City, UT 84103		

YOUTH PAROLE AUTHORITY

ADMINISTRATIVE OFFICER	GARRETT WATKINS	(801) 538-4331 fax (801) 538-4492
120 N 200 W, Rm 415 Salt Lake City, UT 84103		

OFFICE of COMMUNITY PROGRAMS

PROGRAM DIRECTOR	CECIL ROBINSON	(801) 627-0322 fax (801) 393-7813
145 N Monroe Blvd Ogden, UT 84404		

CASE MANAGEMENT		
OGDEN CASE MANAGEMENT	Mike Shaw	(801) 627-0322 fax (801) 393-7813
145 N Monroe Blvd Ogden, UT 84404		
OGDEN CASE MANAGEMENT 2	Kenyatta Green	(801) 626-3148 fax (801) 626-3187
2540 Washington Ogden, UT 84401		
OREM CASE MANAGEMENT	Odell Erickson	(801) 426-7430 fax (801) 426-7455
237 S Mountainland Dr Orem, UT 84058		
SALT LAKE CASE MNGMNT	Ron Harrell	(801) 284-0200 fax (801) 263-9058
61 W 3900 S Salt Lake City, UT 84107		
SALT LAKE CASE MNGMNT 2	Mike Butkovitch	(801) 265-7500 fax (801) 265-7599
3522 S 700 W Salt Lake City, UT 84119		

COMMUNITY BASED PROGRAMS.

(Contact State Admin Office for contractors providing community services)

ICAP	Vanessa Jarrell	(801) 265-5961 fax (801) 265-5969
3520 S 700 W Salt Lake City, UT 84119		
PROJECT PARAMOUNT	Dorie Farah	(801) 621-3684 fax (801) 393-2869
2760 Adams Ave Ogden, UT 84401		

OBSERVATION AND ASSESSMENT		
OGDEN O&A	Marty Mendenhall	(801) 627-0326 fax (801) 393-7813
145 N Monroe Blvd Ogden, UT 84404		
SALT LAKE O&A	Debbie Rocha	(801) 284-0230 fax (801) 266-7591
61 W 3900 S Salt Lake City, UT 84107		
SPRINGVILLE O&A	Noela Karza	(801) 491-0133 fax (801) 491-0136
205 W 900 N Springville, UT 84663		

OFFICE of CORRECTIONAL FACILITIES

PROGRAM DIRECTOR	JULIE SHAHEEN	(801) 284-0200 fax (801) 284-0245
61 W 3900 S Salt Lake City, UT 84107		

DETENTION FACILITIES		
FARMINGTON BAY YTH CTR	Bryan PoVey	(801) 451-8620 fax (801) 451-2465
907 W Clark Ln Farmington, UT 84025		
SALT LAKE VALLEY DT CTR	Vacant	(801) 261-2060 fax (801) 261-2732
3450 S 900 W Salt Lake City, UT 84119		
SLATE CANYON YTH CTR	Chris Roach	(801) 342-7840 fax (801) 342-7873
1991 S State St Provo, UT 84606		

WEBER VALLEY DT CNTR	Bill Boyle	(801) 825-2794 fax (801) 525-8350
5470 S 2700 W Roy, UT 84067		

OBSERVATION & ASSESSMENT		
FARMINGTON BAY YTH CTR	Bryan Povey	(801) 451-8620 fax (801) 451-2465
907 W Clark Ln Farmington, UT 84025		

SECURE FACILITIES		
DECKER LAKE YTH CTR	Larry Mendez	(801) 954-9200 fax (801) 954-9255
2310 W 2770 S West Valley City, UT 84119		

MILL CREEK YTH CTR	Jackie Southwick	(801) 334-0210 fax (801) 334-0287
790 W 12 th St Ogden, UT 84404		

SLATE CANYON YTH CTR	Chris Roach	(801) 342-7840 fax (801) 342-7874
1991 S State St Provo, UT 84606		

WASATCH YTH CTR	Kyle Goudie	(801) 265-5830 fax (801) 265-5846
3534 S 700 W Salt Lake City, UT 84119		

OFFICE of EARLY INTERVENTION SERVICES

PROGRAM DIRECTOR	SALVADOR MENDEZ	(801) 685-5710 fax (801) 685-5707
3570 S West Temple Salt Lake City, UT 84115		

DIVERSION PROGRAMS		
DAVIS AREA YTH CTR	Randy Gangwer	(801) 774-8767 fax (801) 776-2954
2465 N Main, Suite 13-A & B Sunset, UT 84015		

LIGHTNING PEAK	Sam Sherrow	(801) 370-0503 fax (801) 356-2380
1955 S Dakota Ln Provo, UT 84606		

SALT LAKE EARLY INTERVENTION	Donovan Bergstrom	(801) 685-5713 fax (801) 685-5707
3570 S 700 W Salt Lake City, UT 84115		

RECEIVING CENTERS		
ARCHWAY YTH SRVC CTR	Kenneth Kashiwaeda	(801) 778-6500 fax (801) 778-6520
2660 Lincoln Ave Ogden, UT 84401		

DAVIS YOUTH SERVICES	JoAnne Nebeker	(801) 447-0958 fax (801) 447-8298
1353 N 1075 W Suite 101 Farmington, UT 84025		

SALT LAKE YTH SRVCs NORTH	Steve Titensor	(801) 269-7500 fax (801) 269-7550
177 W Price Ave Salt Lake City, UT 84115		

SALT LAKE YTH SRVCs SOUTH	Ayelet Engelman	(801) 468-3830
1262 W 12700 S Suite D Riverton, UT 84065		

VANTAGE POINT	Scott Taylor	(801) 373-2215 fax (801) 812-5286
1185 E 300 N Provo, UT 84601		

WORK CAMP		
GENESIS YOUTH CENTER	Annette Garcia	(801) 576-6700 fax (801) 576-4064
14178 S Pony Express Rd Draper, UT 84020		

OFFICE of RURAL PROGRAMS

PROGRAM DIRECTOR	MALCOLM EVANS	(801) 491-0100 fax (801) 489-9004
205 W 900 N Springville, UT 84663		

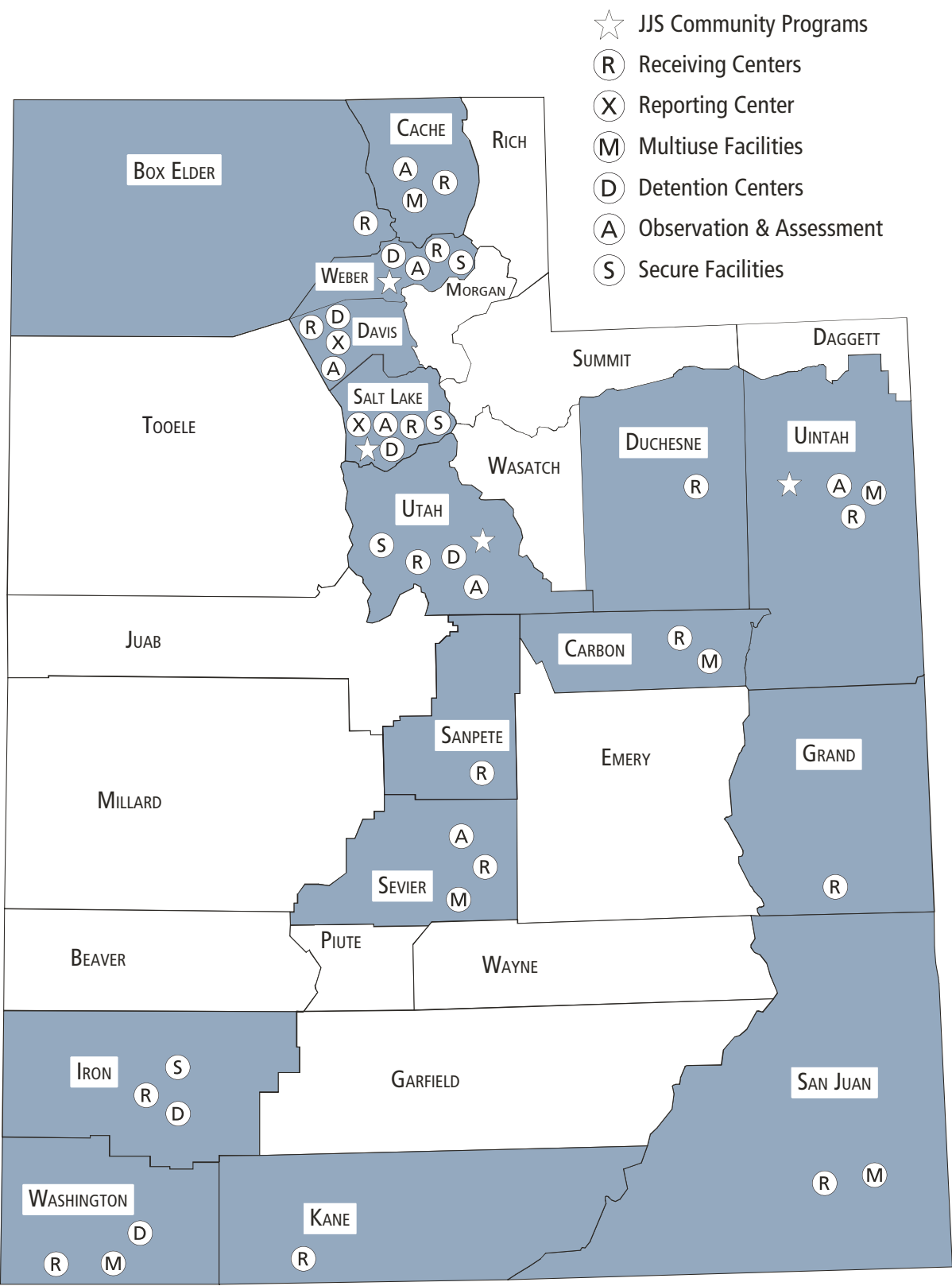
CASE MANAGEMENT		
BOX ELDER DIVERSION	Rich Schaeffer	(435) 723-2801 fax (435) 723-0811
138 W 990 S Brigham City, UT 84302		

CACHE VALLEY OUTREACH	Rich Schaeffer	(435) 787-3500 fax (435) 787-3519
115 W Golf Course Rd Logan, UT 84321		

MOAB CASE MANAGEMENT	Arthur Hobbs	(435) 259-3733 fax (435) 259-3769
1165 S Hwy 191 #1 Moab, UT 84532		

DETENTION FACILITIES					
DIXIE AREA DETENTION CTR	Sterling Cabana	(435) 627-2800	ICAP	Vanessa Jarrell	(801) 265-5961
330 S 5300 W		fax (435) 627-2801	LIGHTNING PEAK	Sam Sherrow	(801) 370-0503
Hurricane, UT 84737			MILL CREEK YTH CTR	Jackie Southwick	(801) 334-0210
SW UTAH YTH CTR	Jill Mckinlay	(435) 867-2500	MOAB CASE MANAGEMENT	Arthur Hobbs	(435) 259-3733
270 E 1600 N		fax (435) 867-2525	OFF of COMMUNITY PROGRAMS	Cecil Robinson	(801) 627-0322
Cedar City, UT 84720			OFF of CORRECTIONAL FACILITIES	Julie Shaheen	(801) 284-0200
MULTIUSE FACILITIES			OFF of EARLY INTERVENTION	Salvador Mendez	(801) 685-5710
(Most multiuse facilities provide locked detention, shelter, observation and assessment, case management, detention diversion, and receiving center services)			OFF of RURAL PROGRAMS	Malcolm Evans	(801) 491-0100
CACHE VALLEY YTH CTR	Rich Scheaffer	(435) 713-6260	OGDEN CASE MANAGEMENT	Mike Shaw	(801) 627-0322
2051 N 600 W		fax (435) 713-6276	OGDEN CASE MANAGEMENT 2	Kenyatta Green	(801) 626-3148
Logan, UT 84321			OGDEN O&A	Marty Mendenhall	(801) 627-0326
CANYONLANDS YTH CTR	Mel Laws	(435) 678-3140	OREM CASE MANAGEMENT	Odell Erickson	(801) 426-7430
244 W Old Ruin Rd		fax (435) 678-3079	PROJECT PARAMOUNT	Dorie Farah	(801) 621-3684
Blanding, UT 84511			SALT LAKE CASE MNGMNT	Ron Harrell	(801) 284-0200
CASTLE COUNTRY YTH CTR	Angela McCourt	(435) 636-4720	SALT LAKE CASE MNGMNT 2	Mike Butkovitch	(801) 265-7500
1395 S Carbon Ave		fax (435) 636-4737	SALT LAKE EARLY INTERVENTION	Donovan Bergstrom	(801) 685-5713
Price, UT 84501			SALT LAKE O&A	Debbie Rocha	(801) 284-0230
CENTRAL UTAH YTH CTR	Glen Ames	(435) 893-2340	SALT LAKE VALLEY DT CTR	Vacant	(801) 261-2060
449 N Hwy 89		fax (435) 896-8177	SALT LAKE YTH SRVCS NORTH	Steve Titensor	(801) 269-7500
Richfield, UT 84701			SALT LAKE YTH SRVCS SOUTH	Ayelet Engelman	(801) 352-8708
SPLIT MOUNTAIN YTH CTR	Lynn Whitman	(435) 789-2045	SLATE CANYON YTH CTR	Chris Roach	(801) 342-7840
830 E Main St		fax (435) 789-2245	SPLIT MOUNTAIN YTH CTR	Lynn Whitman	(435) 789-2045
Vernal, UT 84078			SPRINGVILLE O&A	Noela Karza	(801) 491-0133
WASH CO YTH CRISIS CTR	Tami Fullerton	(435) 656-6100	STATE OFFICE	Dan Maldonado	(801) 538-4330
251 E 200 N		fax (435) 656-6139	SW UTAH YTH CTR	Jill Mckinlay	(435) 867-2500
St. George, UT 84770			UCAP	Odell Erickson	(801) 426-7430
SW UTAH YTH CTR			VANTAGE POINT	Scott Taylor	(801) 373-2215
270 E 1600 N			WASATCH YTH CTR	Kyle Goudie	(801) 265-5830
Cedar City, UT 84720			WASH CO YTH CRISIS CTR	Tami Fullerton	(435) 656-6100
SECURE FACILITIES			WEBER VALLEY DT CNTR	Bill Boyle	(801) 825-2794
	Jill Mckinlay	(435) 867-2500	YOUTH PAROLE AUTHORITY	Garrett Watkins	(801) 538-4331
		fax (435) 867-2525			
Programs and Offices Alphabetically.					
ARCHWAY YTH SRVC CTR	Kenneth Kashiwaeda	(801) 778-6500			
BOX ELDER DIVERSION	Rich Scheaffer	(435) 723-2801			
CACHE VALLEY YTH CTR	Rich Scheaffer	(435) 713-6260			
CANYONLANDS YTH CTR	Mel Laws	(435) 678-3140			
CASTLE COUNTRY YTH CTR	Angela McCourt	(435) 636-4720			
CENTRAL UTAH YTH CTR	Glen Ames	(435) 893-2340			
CACHE VALLEY OUTREACH	Rich Scheaffer	(435) 787-3500			
DAVIS AREA YTH CTR	Randy Gangwer	(801) 774-8767			
DAVIS YOUTH SERVICES	JoAnne Nebeker	(801) 447-0958			
DECKER LAKE YTH CTR	Larry Mendez	(801) 954-9200			
DIXIE AREA DETENTION	Sterling Cabana	(435) 627-2800			
FARMINGTON BAY YTH CTR	Bryan PoVey	(801) 451-8620			
GENESIS YOUTH CENTER	Annette Garcia	(801) 576-6700			

Division Programs by County.





UTAH DEPARTMENT OF HUMAN SERVICES

